



Ōtanewainuku Forest



Mount Maunganui

# SIX MONTH REPORT

TO 31 DECEMBER 2020

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



Bowentown



Downtown Tauranga

## CHIEF EXECUTIVE'S REPORT

Globally, 2020 will be remembered in history as one of the most challenging years in our lifetimes. The contagious reach of COVID-19 throughout the world has meant that there are no communities or industries not impacted by this pandemic in some way. Sadly, the tourism sector is one of the most affected. In the face of closed borders, the tourism industry has had to adapt to being solely domestic focussed. This has meant competing with every other New Zealand destination for a relatively small market.

Managing this crisis while still dealing with the consequential impacts of the December 2019 Whakaari | White Island eruption on our industry has not been easy. I am proud of our team's proactive, supportive and mature delivery of service during this time. I am gratified to present this six-month update to our partners, Tauranga City Council and Western Bay of Plenty District Council.

Whilst crisis management has been central to the six-months being reported on. Te Hā Tāpoi | The Love of Tourism 2020 – 2023 once again guided us through these turbulent waters and provided confidence for the team in delivering across the organisation's four strategic pillars:

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

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) was successful in securing \$700,000 of central Government funding to help the industry through the challenges presented by the COVID-19 pandemic. This was provided by the Ministry of Business, Innovation & Employment (MBIE) under the Strategic Tourism Assets Protection Programme (STAPP) and has allowed us to elevate our activity for the benefit of the region's tourism industry. This funding has been integral to the economic development recovery and industry support, and has provided extra momentum for our destination management plan. Specifically, the additional funding is being used for Destination Management and Planning, Industry Capability Building and Product Development, and Domestic Marketing.

In September 2020, the New Zealand Government announced a \$50 million Regional Events Fund for Regional Tourism Organisations. As such, \$2 million was allocated to the Pacific Coast Highway alliance (Te Moananui ā Toi | the Coastal Bay of Plenty, The Coromandel, Tairāwhiti Gisborne and Hawke's Bay) to be used over the next two to four years. TBOP was selected as the lead entity and, based on the share of international visitor spend across these destinations, has been allocated a total of \$865,307. We're excited to deliver the opportunities this fund will provide for our region.

Despite the immense challenges, the visitor economy in Te Moananui ā Toi | the Coastal Bay of Plenty experienced growth during the first six months of this financial year (July to December 2020). Total visitor spend in the region grew 10% compared to the same period in 2019. This is an incredibly positive result, considering the -7% decrease in visitor spend nationally. The region is seeing greater domestic visitor spend growth (16% locally compared to 13% nationally) and less impact by the fall in international visitor spend (down 49% local versus 74% nationally). Te Moananui ā Toi | The Coastal Bay of Plenty's robust domestic

visitor base, appeal, effective domestic marketing and destination management approach are real strengths during this challenging time.

As an additional challenge during this time, MBIE has had to suspend the key dataset the industry has historically relied upon for visitor spend information – the Monthly Regional Tourism Estimates (MRTes). TBOP is now using the Marketview Tourism Dashboard as the source of visitor spend information which only accounts for a part of total visitor spend. In addition, the comparative lack of historic data and the difference in the data sets risk the ability to track and forecast consistent trends.

TBOP's progressive approach to destination management was recognised through my appointment to the Advisory Group to the Tourism Futures Taskforce. The Taskforce is a public-private partnership to lead the thinking on the future of tourism in New Zealand. This appointment enables Te Moananui ā Toi | the Coastal Bay of Plenty's thought leadership to be heard at a national level. The region and our plan, Te Hā Tāpoi | The Love of Tourism, has been hailed as an innovative exemplar in destination management with the foresight to create a regenerative tourism economy for our people and place.

The organisation is in a sound financial position at the end of the first six months of the financial year. The financial summary shows an overall result of \$754,322 compared to budget of \$470,635, favourable to budget by \$283,687. Reductions in the budgeted income, including a -92% reduction in retail sales, cruise and i-SITE income, have been offset by a -47% reduction in i-SITE expenses. Overall income has also been supplemented by the \$700,000 one-off, central government funding through the STAPP. Therefore, we expect to be on budget at year end. As per key performance indicators in the Statement of Intent 2020 – 2023, we have maintained a working capital ratio of not less than 1 (Actual 3.7) and equity ratio above .5 (Actual .8).

Of the 48 measures used to track TBOP's progress, two have already been achieved, 39 are on track to be completed by the end of the financial year, and seven are delayed or off track. Due to COVID-19 and the current market conditions, three planned activities related to the cruise sector are indefinitely delayed as there is no planned cruise sector restart and attracting private investment into the tourism sector is unlikely. TBOP is also not currently paying the increased living wage to all employees due to a remuneration freeze (although this is planned to start in February 2021). Of the remaining two measures, the Te Tomokanga project has been indefinitely suspended as Tauranga City Council withdrew its funding, and Council has not progressed with the alternative funding mechanisms initiative (although TBOP has independently achieved one-off alternative funding mechanisms).

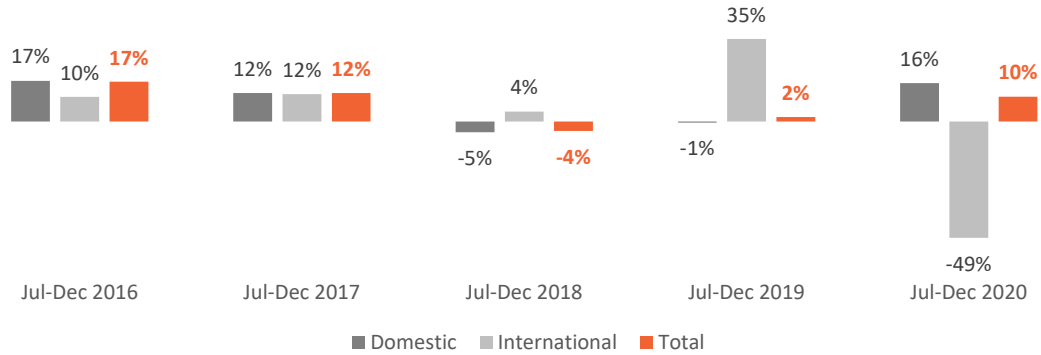
This Six-Month Report 2020 reflects the work of a dedicated and highly talented team. I am enormously proud of the TBOP whānau and the results we achieve together. They have bravely faced the ambiguity of change and embraced our bold vision with absolute commitment.

I wish to thank the TBOP team and Board, and the support we receive from our council partners and other stakeholders.

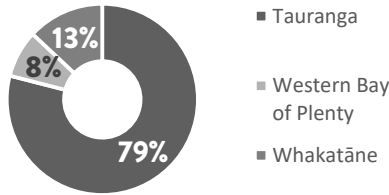
Kristin Dunne  
Tumuaki | Chief Executive  
Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty  
28 February 2021

## OVERVIEW OF THE TOURISM LANDSCAPE

Change in visitor spend in Te Moananui ā Toi | The Coastal Bay of Plenty  
(compared to same period previous year)

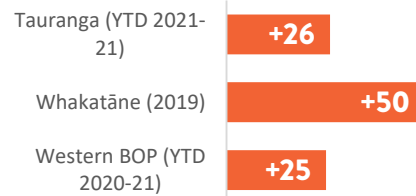


Approximate proportion of visitor spend per territorial authority



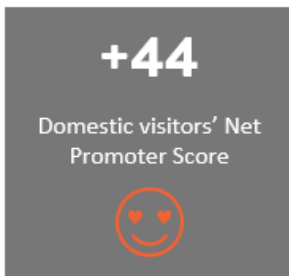
Source of all spend data: MarketView Tourism Dashboard. Note that these data are based on electronic card transactions only and exclude pre-bookings, online and cash purchases. As such figures should be read as approximates and treated with caution.

Social licence

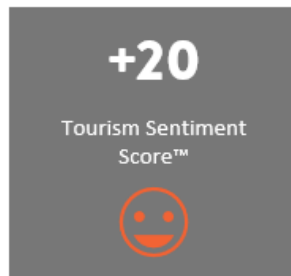


These resident Net Promoter Scores™ measure the likelihood of residents to promote the area in which they live as a holiday destination. Scores range from -100 to +100, and any positive score is a good score.

Perceptions of Te Moananui ā Toi | The Coastal Bay of Plenty



YE Nov 2020



Jul-Dec 2020

**Explaining the Net Promoter Score:** The Domestic Visitors' Net Promoter Score measures the likelihood of domestic visitors to the Coastal Bay of Plenty (or other areas) to recommend that destination to others to visit. Scores can range from -100 to +100, with scores for New Zealand destinations ranging from -6 to +71.

**Explaining the Tourism Sentiment Index:** The Tourism Sentiment Score is an index ranging from -100 to +100 and measures overall perceptions of the tourism offering in Te Moananui ā Toi | the Coastal Bay of Plenty from a scrape of online conversations. The score of New Zealand overall is +22.



## IMPACT OF THE COVID-19 PANDEMIC

The COVID-19 pandemic significantly impacted the 2020 year for tourism. The global pandemic indefinitely changed the travel sector and is responsible for closing Aotearoa New Zealand's international borders and ceasing nearly all non-essential travel throughout the world.

These impacts present an ongoing challenge that we will face for a long period to come. The international border closures have forced a focus on the domestic market as the key to the survival of the region's tourism industry at this time. In this uncertain environment, TBOP has been conscious of remaining flexible enough to meet changes while also delivering the organisation's key fundamental functions and meeting our performance measures. There are three planned activities which are delayed until at least the first half of 2021 due to COVID-19 and the cruise ban that is in place because of this. Specifically, measuring cruise sector spend, reviewing the cruise model and undertaking research to explore perceptions of the industry (particularly cruise) are currently delayed until more information regarding the return of the cruise sector is available.

The changing face of international tourism and growing demands on Tauranga City Council's limited funds meant that the Council decided not to proceed with Te Tomokanga, the Visitor Information Centre that was planned for Mount Maunganui. The project plan has consequently been indefinitely suspended and the activity will not be achieved. The pandemic has also interrupted momentum regarding private investment in product development.

MBIE provided the STAPP to stimulate domestic tourism in the current challenging environment and to help the industry survive this disruption. TBOP was successful in securing \$700,000 of additional funding through this programme, the maximum for a Regional Tourism Organisation of its size. The STAPP funding has allowed us to extend our activity across the areas of Destination Management and Planning; Industry Capability Building and Product Development; and Domestic Marketing.

COVID-19 has presented the world and Aotearoa an opportunity to rebuild a regenerative tourism future that better serves our people and place beyond monetary value. The pause in travel has forced a rethink of the type of tourism that we welcome into our homes. Te Hā Tāpoi | The Love of Tourism 2020 – 2023 continues to be globally recognised as a prescient roadmap for this regenerative tourism future. The Tourism Futures Taskforce will lead the thinking on this future for Aotearoa and TBOP is delighted that Anna Pollock has been rightly elevated as the champion of this thinking through her appointment to the Taskforce.

We strongly believe that Te Hā Tāpoi | The Love of Tourism 2020 – 2023 is even more valid in the wake of this global crisis and that this strategy will continue to act as our recovery plan. Now, more than ever, we need to be committed to destination management, to this plan, and to the actions identified therein, to build a more resilient and robust sector for our future manuhiri (visitors) to enjoy.



## DESTINATION MANAGEMENT

Te Hā Tāpoi | The Love of Tourism 2020 – 2023 outlines TBOP’s commitment to its role as a Destination Management Organisation. Considering the balance of economic growth with the social, cultural and environmental well-being of the community underpins all that TBOP does.

TBOP’s Visitor Economy Strategy 2018 – 2028 and Te Hā Tāpoi | The Love of Tourism 2020 - 2023 identify four strategic pillars to collectively grow demand for the destination, while enhancing the visitor experience and increasing investment and supply. These pillars are:

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

The key achievements in these areas from July to December 2020 are highlighted in the sections below.

## Pillar 1: Target the right visitors at the right time with the right messages

### New domestic marketing campaign achieved 1.6 million impressions



The Sure to Make You Smile marketing campaign targeting domestic visitors achieved 1,673,165 impressions and 188,722 full video plays. The campaign, launched in October 2020, includes a suite of videos and marketing material completely aligned to the destination's DNA and, for the first time, an infusion of Te Ao Māori guided by a cultural advisor.

### Operators provided with direct marketing support following lockdown



Travel restrictions resulting from COVID-19 had a significant impact on tourism businesses. To support local tourism operators, TBOP provided direct social media advertising for 20 businesses, resulting in over 5,500 total clicks directly to their websites. TBOP also developed approximately 17 stories focussed on the operators which were shared via digital channels and paid advertising in print media. In addition to this, our Digital Industry Advisor has been assisting operators to upskill their digital capability to elevate their own digital marketing.

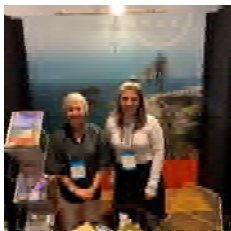
### Achieved greater domestic marketing reach through collaboration with neighbouring regions



In collaboration with neighbouring Central North Island regions, the successful Get Out More NZ campaign was launched in October 2020. It achieved 8.2 million impressions and exceeded 110,000 clicks to the website [www.getoutmorenz.com](http://www.getoutmorenz.com).

Tourism New Zealand included Te Moananui ā Toi | the Coastal Bay of Plenty in its Do Something New, New Zealand campaign. Locations included Moutohorā, Mataatua and Izakai Bar & Eatery. Tourism New Zealand also chose to launch its partnership with Richie McCaw at Skydive Tauranga, and this gained national press coverage.

### Raised awareness of the region as a fantastic destination for business events



TBOP attended the BE Reconnected conferences and incentives trade show in December 2020 to promote the region as a business events destination to 290 attendees. Following this, TBOP worked with Tourism New Zealand on a bid for the Royal College of Pathologists of Australasia Annual Scientific Meeting in September 2021. Tauranga won this 4-day conference for 120 people, which will be held at Trinity Wharf Tauranga hotel.

### Over \$600,000 of Advertising Space Rate (ASR) achieved in six months

Mike Yardley: Into the mist of Te Urewera



As a result of hosted media familiarisations or pitched stories, 24 stories about Te Moananui ā Toi | the Coastal Bay of Plenty were published, during July to December 2020. This created a total ASR of over \$600,000.



## Contribution of STAPP funding

STAAP funding will enable the following activity in relation to this pillar:

- Tracking and understanding visitation levels and patterns.
- Research to understand perceptions of Te Moananui ā Toi | the Coastal Bay of Plenty among the domestic market.
- Extension of domestic campaigns to entice New Zealanders to visit Te Moananui ā Toi | the Coastal Bay of Plenty, including leveraging opportunities to partner with Tourism New Zealand.
- Participation in a regional collaboration campaign with the eXplore Central North Island collective to drive touring visitation to the region.
- Increased development and sharing of stories and content that align with the region's Place DNA® and the personalities behind the businesses. Sharing of these stories with media and via digital channels.
- Additional familiarisations with key national media.
- Support of local events that drive visitation, in collaboration with the Tauranga City Council events team.
- Development of a sales and marketing plan to drive awareness of business events facilities and drive conference bookings for the region.



## Pillar 2: Connect with residents

### The No Place Like Home campaign reached over half of Western Bay of Plenty locals



The No Place Like Home campaign rolled out across print, outdoor and digital channels from July to December 2020. An advertising effectiveness study conducted in August showed that there was high awareness of the campaign, with approximately 57% of residents having seen it in at least one channel. Half of those who saw the campaign reported feeling more informed about the activities on offer in the Western Bay of Plenty, and over a third were inspired to act. Most (80%) of those who saw the campaign said that they are proud to live in the region. The database of subscribers for the monthly e-newsletter increased by 4% to 2,085 over July to December 2020.

### Reached over 255,000 people through corporate public relations



TBOP accelerated its position as a thought leader in regenerative tourism, and an advocate for the local tourism industry during July to December 2020. EAV for corporate public relations reached an estimated \$6.9 million with a potential reach of 255,396 people. This was achieved largely through 12 press releases, and the management and response of 31 media enquiries.

Industry and stakeholder communications remained frequent and informative to assist tourism businesses affected by COVID-19 impacts. A total of 29 industry specific e-newsletters were sent during July to December 2020.

### Continued building strong relationships with iwi and hapū



Engagement with iwi and hapū has been consistently high in the past six months, with regular hui held and engagement with a growing number of hapū. The cultivation of relationships with iwi and hapū has played a major role in the establishment of the cultural tourism operator roopū (group), and the Kaihautū – Māori Economy's ability to establish the schedule of wānanga (workshops) for the feasibility element of the Te Ara ā Toi cultural highway project.

### Instigated greater connection with industry



TBOP has made a concerted effort to increase and improve engagement with all stakeholders, and especially with the industry. Breakfast Business Connect networking functions continue to be well attended and enjoyed as one of the best ways to connect the industry and other stakeholders. A regular weekly office open hour was trialled to give the industry the opportunity for a more personal and informal chat with the TBOP team. These have moved to monthly with higher attendance achieved per function as a result. TBOP hosted Tourism Connect in September; at this event, operators and stakeholders workshopped priorities and the actions for the year ahead.



## Appointed Leadership Advisory Group Chair



Graeme Marshall was appointed as independent Chair of the TBOP Leadership Advisory Group, and the Terms of Reference were completed. The first Leadership Advisory Group meeting was scheduled for 17 February 2021, but has been subsequently postponed due to the change in COVID-19 alert levels. The confirmed speaker, Grant Webster, is based in Auckland so the meeting will be rescheduled when he can safely travel.

## Strong Community and Stakeholder Engagement



TBOP continues to have strong community and stakeholder engagement. In the period between July to December 2020, TBOP achieved an average of 122 engagements per two-month period with key stakeholders and the community.

## Contribution of STAPP funding

STAAP funding will enable the following activity in relation to this pillar:

- Development of a Leadership Advisory Group to build collaboration and support across all aspects of regional destination management.
- Scoping of an Ambassador Programme for Te Moananui ā Toi | the Coastal Bay of Plenty to build industry and community knowledge for engaging with manuhiri (visitors).
- Research to measure and understand residents' sentiment towards tourism and the impact of tourism on the community.
- The ongoing development of iwi and hapū relationships across the region.

## Pillar 3: Enhance the visitor experience

### Opened a Visitor Information Centre in Mount Maunganui for the peak summer season



TBOP opened a temporary Mount Maunganui *i*-SITE Visitor Information Centre in December 2020 utilising existing infrastructure. The satellite *i*-SITE is in the heart of Mount Maunganui at Te Papa o Ngā Manu Porotakataka. This *i*-SITE provided easy access to information for visitors to Mount Maunganui through the busy summer period, while also providing tourism operators greater exposure. The activation of this urban public space included the popular bronze statue 'Mountie', games, and beanbags to encourage engagement.

### Engaged with over 550 potential visitors at NZMCA Motorhome Caravan & Leisure Show



In a bid to reach more of the domestic market, TBOP attended the New Zealand Motor Caravan Association's Motorhome Caravan & Leisure Show in October 2020 in Hamilton. This was executed in collaboration with other eXplore Central North Island destinations. Through the weekend, TBOP spoke with over 560 potential visitors, showcasing the destination to the self-contained motorhome market.

### Supported local businesses by selling their products



TBOP is committed to supporting local and New Zealand businesses by selling their products via our *i*-SITE locations. The *i*-SITE stocks retail products from 21 New Zealand business of which eight are locally based. These products are well received by locals who purchase these as gifts, often for family or friends based overseas. The focus is on offering products that align with our Place DNA®, including environmentally friendly products.

### Established new revenue streams for Tauranga *i*-SITE



Tauranga *i*-SITE has established two new revenue streams since COVID-19 travel restrictions limited its potential market. The Tauranga *i*-SITE is now an event ticket agent for local theatres and major events through eventfinda. The Bay of Plenty Garden & Art Festival is a successful example of this initiative, where 250 tickets were sold via the Tauranga *i*-SITE. Tauranga *i*-SITE also partnered with Leisure Tours to sell packaged domestic tours, which are popular among the senior travel market.

### Achieved 103% increase in the number of domestic visitors using the Tauranga *i*-SITE



Over the six months from July to December 2020, the Tauranga *i*-SITE serviced 971 domestic visitors. This is an increase of 103% (or 493 people) compared to the same period in 2019.

*No STAPP funding was applied to this workstream.*

## Pillar 4: Grow capability and increase supply

### Achieved status as one of the world's most sustainable destinations (Top 100)



Te Moananui ā Toi | The Coastal Bay of Plenty has been named as one of the top 100 most sustainable destinations globally. This list is comprised by Green Destinations and shows that the region is making good progress towards becoming more sustainable. TBOP is on the journey to becoming an eco-certified destination through EcoTourism Australia. The ECO Destination Certification combines Ecotourism Australia's criteria with the Green Destinations standard for sustainable tourism. It is an internationally recognised programme.

### Developed Horticultural Provenance strategy



TBOP identified and contracted a project team lead and recruited a range of talented and passionate sector leaders from within our community allowing them to unleash their creativity through this community-led 'passion group'. TBOP has worked with this group to establish the framework for the region's horticultural provenance DNA and short-, medium-, and long-term plans have been completed. TBOP's short-term plan includes developing a regional food story, creating a strong identity and brand, and kickstarting new marketing initiatives.

### Established Te Whānau Tāpoi Māori ō Tauranga Moana Incorporated Society



TBOP collaborated with local Māori tourism operators, iwi and hapū to establish the incorporated society Te Whānau Tāpoi Māori ō Tauranga Moana | The Māori tourism family of Tauranga Moana. This is a collaborative initiative among 10 tourism operators from the Western Bay of Plenty and Tauranga City who are passionate about building the region's cultural tourism proposition. The group's focus is now to collectively engage the tourism market.

### Regeneration in action: Tourism industry helped raise a kiwi chick



Cruise ship passengers during the 2019/20 cruise season donated money toward hatching and raising a kiwi chick from Ōtanewainuku Forest. The egg hatched on 6 October 2020 at the National Kiwi Hatchery and was named Manuhiri (Visitor). Manuhiri will be released back into Ōtanewainuku Forest later in 2021. The National Kiwi Hatchery and Ōtanewainuku Kiwi Trust rely heavily on donations to help support the work they do to ensure wild kiwi chicks have a better chance of survival.

## Helped operators build capability in key areas



TBOP identified and contracted a specialised contractor to work one-on-one with the tourism industry operators to upskill and develop their digital abilities. Each operator received a personalised three phase training session to suit their individual business requirements. Feedback to date has been incredibly positive with over 90% of the operators reporting that they are likely to make the recommended enhancements to their business. This led to the contract being extended from three to six months.

Other industry workshops included: Tourism Connect, Health and Safety, and COVID-19 recovery opportunities with the Tauranga Chamber of Commerce.

## Progress made towards iconic Omanawa Falls experience



TBOP has supported Ngāti Hangarau and Tauranga City Council to develop an access and experience proposal that mitigates the health and safety issues and provides unique and culturally appropriate access to the falls. We are also collaborating with both partners to develop future visitor propositions for the falls. The project team are now working to develop the design of this experience.

In the interim, Tauranga City Council and Ngāti Hangarau are providing a kaitiaki function at the site, with the aim to discourage (via education) visitors from trying to access the site.

## Contributions of STAPP Funding

STAAP funding will enable the following activity related to this pillar:

- Conduct an infrastructure and experience gap analysis across Te Moananui ā Toi | the Coastal Bay of Plenty to complete the mapping project.
- Research the potential for business events/conference business to Te Moananui ā Toi | the Coastal Bay of Plenty.
- Support industry capability and sustainability by offering training modules.
- Hold additional workshops for cultural tourism operator development.
- Engage experience managers for the passion groups to leverage the region's Place DNA® into meaningful and authentic visitor experiences and work with stakeholders within our destination to make this happen.
- Engage temporary resource to lead activity related to sustainability and regenerative tourism and to provide leadership to councils and the tourism industry.



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE SIX MONTHS ENDED 31 DECEMBER 2020

	2020 Actual	2020 Budget	2019 Actual
<b>REVENUE</b>			
Funding - Tauranga City Council	1,391,717	1,391,716	1,328,376
Funding - Western Bay of Plenty District Council	129,837	129,838	127,793
Funding - Whakatāne District Council	42,000	42,000	42,000
Retail sales	4,310	18,400	32,832
Finance Revenue	1,566	2,580	2,912
Other revenue	718,725	730,084	233,543
<b>Total revenue</b>	<b>2,288,155</b>	<b>2,314,618</b>	<b>1,767,456</b>
<b>EXPENDITURE</b>			
Cost of sales	3,119	9,500	18,715
Operating & Marketing	632,070	922,765	526,908
Administration & Overhead	161,315	151,977	143,213
Finance Costs	125	117	458
Employee benefit expenses	673,585	667,502	758,665
Trustee Fees	27,875	39,378	19,531
Depreciation and loss on sale of assets	35,744	52,744	29,202
<b>Total expenditure</b>	<b>1,533,833</b>	<b>1,843,983</b>	<b>1,496,692</b>
<b>SURPLUS/(DEFICIT) before Tax</b>	<b>754,322</b>	<b>470,635</b>	<b>270,764</b>
<b>Taxation</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS/(DEFICIT) after tax</b>	<b>754,322</b>	<b>470,635</b>	<b>270,764</b>
<b>Other Comprehensive Revenue &amp; Expense</b>			
Other Comprehensive Revenue	0	0	0
<b>Total Other Comprehensive Revenue &amp; Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Comprehensive Revenue &amp; Expense</b>	<b>754,322</b>	<b>470,635</b>	<b>270,764</b>

### STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE SIX MONTHS ENDED 31 DECEMBER 2020

	2020 Actual	2019 Actual
Net Assets/Equity at start of the year (1 July)	424,937	422,827
Total comprehensive revenue and expenses	754,322	270,764
<b>BALANCE AT 31 DECEMBER</b>	<b>1,179,259</b>	<b>693,591</b>



STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

	2020	2019
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,170,326	854,015
Debtors and prepayments	66,371	145,207
Inventories	16,115	23,665
<b>Total current assets</b>	<u>1,252,812</u>	<u>1,022,887</u>
<b>Non-current assets</b>		
Property, plant and equipment	262,064	252,736
<b>Total non-current assets</b>	<u>262,064</u>	<u>252,736</u>
<b>TOTAL ASSETS</b>	<u>1,514,875</u>	<u>1,275,623</u>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Creditors and accrued expenses	191,779	440,666
Employee benefit liabilities	143,349	135,373
Loans	0	0
Finance Leases	489	5,920
<b>Total current liabilities</b>	<u>335,617</u>	<u>581,959</u>
<b>Non-current liabilities</b>		
Loans	0	0
Finance Leases	0	73
<b>Total non-current liabilities</b>	<u>0</u>	<u>73</u>
<b>TOTAL LIABILITIES</b>	<u>335,617</u>	<u>582,032</u>
<b>TOTAL ASSETS LESS TOTAL LIABILITIES</b>	<u>1,179,259</u>	<u>693,591</u>
<b>EQUITY</b>		
Accumulated Funds	1,179,259	693,591
<b>TOTAL EQUITY</b>	<u>1,179,259</u>	<u>693,591</u>



## Summary

The financial statements include the operations of TBOP and the Tauranga *i*-SITE as these contracts are now combined.

The financial summary shows an overall result of \$754,322 compared to budget of \$470,635 and favourable to budget by \$283,687.

## Income

Income shows a total of \$2,288,155 compared to budget of \$2,314,618 a decrease in total revenue compared to budget of \$24,463. Total income is up on last year due to the one-off \$700,000 STAPP funding received this year. Income from the Tauranga *i*-SITE and Cruise has reduced by 92% due to the decrease in international and cruise visitors and less stock in the smaller location.

## Expenses

Expenses show a total of \$1,533,833 compared to budget of \$1,843,983, a reduction in total expenses compared to budget of \$310,150. This is mostly due to delays in project costs which are expected to be spent in the second half of the financial year.

## Balance sheet

Equity is currently showing a build-up of \$754,322 for the six months to a balance of \$1,179,259. Our equity has remained approximately \$400,000 for the last four years as at year end 30 June and we expect it to be approximately \$400,000 at June 2021. The six months to December show a higher amount due to less spend in the first half of the year and more spend in the second half of the financial year. The January to June 2020 spend was also greater than the July to December 2019 spend; the equity balance reduced from \$693,591 at December 2019 to \$424,937 at June 2020. The main decrease in current liabilities is due to reduced amounts owing to tourism operators which is mostly due to the loss of cruise passenger tour sales-

As per key performance indicators in the Statement of Intent 2020 – 2023, TBOP has maintained a working capital ratio of not less than 1 (Actual 3.7) and equity ratio above .5 (Actual .8).

## Forecast to June 2021

We expect the results to June 2021 to be on budget with a net breakeven position at the year end.





## SERVICE DELIVERY REPORT JULY – DECEMBER 2020

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, Western Bay of Plenty District and Whakatāne District.

Status scale:

Exceeded	Completed	On track	At risk	Off track
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## Across All Pillars

**LoE – TBOP’s Strategic Priority:** Provide leadership for the visitor economy, including the destination management strategy, and work with both Councils to explore alternative funding mechanisms.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
<p>Implement the destination management strategy and provide leadership to Councils to protect the sub-region for future generations.</p> <p>Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy.</p>	TBOP Six Month and Annual Reports.	Implemented year 1 of Te Hā Tāpoi   The Love of Tourism 2020 – 2023.	Achieve the success measures set out in Te Hā Tāpoi   The Love of Tourism Annual Plan 2020 – 2023, which align to the Visitor Economy Strategy 2018 – 2028.	Of the 48 measures used to track TBOP’s progress, two have already been achieved, 39 are on track to be completed by the end of the financial year, and seven are delayed or off track.	On track
Support Councils to explore alternative funding mechanisms.*	TBOP Six Month and Annual Reports.	First stage: Alternative Funding Study completed by TCC in 2017. Second stage: To be led and funded by TCC.	Support investigation of additional alternative funding mechanisms, dependent on Tauranga City Council budget and timings.	Tauranga City Council has not progressed its alternative funding mechanisms project. TBOP has achieved alternative funding via the STAPP and Regional Events Fund.	Off track
Measure visitor spend.	MBIE Monthly Regional Tourism Estimates. As of November 2020, MBIE suspended the MRTes due to concerns over accuracy given the COVID-19 related market changes. The only visitor spend data currently available is based on electronic card transactions and excludes online purchases, cash purchases, and pre-bookings. As this only covers a portion of the visitor economy, only changes in spend will be reported, and the figures should be read with caution and as approximates. Information source: Marketview Tourism Dashboard.	Total visitor spend was \$1,019m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the July to December 2020 period, total visitor spend grew by 11% compared to the same six-month period in the previous year. Tourism data expert Shane Vuletich from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	On track
		Domestic visitor spend was \$803m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the July to December 2020 period, domestic visitor spend grew by 16% compared to the same six-month period in the previous year. Tourism data expert Shane Vuletich from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	On track
		International visitor spend was \$216m to YE May 2020.	Monitor and report on visitor spend and use the information to set new benchmarks for future years.	In the July to December 2020 period, international visitor spend decreased by 49% compared to the same six-month period in the previous year due to the COVID-19 related international border closures. Tourism data expert Shane Vuletich from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	On track
	MBIE Tourism Satellite Account.	Cruise sector spend increased by 35% to \$90.3m for the 2018/19 season (spend for the 2019/20 season is likely to be much lower given the COVID-19 pandemic shortened the season).	Monitor and report on cruise sector spend, if applicable, and use the information available to set new benchmarks for future years.	No update as the cruise sector is still unable to operate due to the COVID-19 pandemic and associated travel restrictions. Tourism data expert Shane Vuletich from FreshInfo deems it imprudent to forecast or set targets for future years yet, due to the current levels of market uncertainty.	At risk



Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Measure the contribution of tourism to GDP.	Infometrics.	Tourism GDP for Tauranga & Western BOP was \$511m, representing 5.6% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Tourism GDP for Tauranga was \$487m, representing 6.1% of total real GDP (YE March 2020). Tourism GDP for Western BOP was \$49m, representing 2.0% of total real GDP (YE March 2020).	On track
	Infometrics.	Tourism GDP for Whakatāne was \$75m, representing 4.5% of total real GDP (YE March 2019).	Monitor and report on the contribution of tourism to GDP and use the information to set new benchmarks for future years.	Tourism GDP for Whakatāne was \$71m, representing 4.0% of total real GDP (YE March 2020).	On track
Measure the number of jobs provided by the tourism industry.	Infometrics.	Tourism provided 8,135 jobs in Te Moananui ā Toi   the Coastal Bay of Plenty (YE March 2019).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new benchmarks for future years.	Tourism provided 8,209 jobs in Te Moananui ā Toi   the Coastal Bay of Plenty (YE March 2020).	On track



## Pillar 1: Target the Right Visitors at the Right Time with the Right Messages

LoE – TBOP’s Strategic Priorities:

Target the right visitors at the right time with the right messages, which will involve working with stakeholders.

Help to manage and promote the city and region’s reputation nationally and internationally, to increase attractiveness and ensure share of voice.

Support Tauranga City Council’s City Events team and other key stakeholders to develop a city-wide events strategy which clearly articulates our event investment priorities and strengthens Tauranga’s reputation as a premier events destination.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Understand current visitation levels and patterns.	MBIE Monthly Regional Tourism Estimates, Marketview Tourism Dashboard, AA Traveller Monitor, and other methods to be determined.	Understand the trend of visitation across the year based on visitor spend.	Continue to track and provide greater visibility and understanding of visitation levels and patterns, visitor perceptions and motivators.	TBOP is tracking visitor numbers and patterns using visitor spend data and newly released visitor numbers primarily. This information is then shared with key stakeholders.  The research to understand potential visitor perceptions is underway (for the New Zealand and Australia markets). The first results are due 31 January 2021.	On track
Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives.	Campaigns in market.	There is no current baseline data. The 2020/21 campaign calendar was scoped based on current market conditions.	Implement campaign calendar as set out in Te Hā Tāpoi   The Love of Tourism 2020 – 2023.	As per the campaign calendar, the first phase of the campaign implementation has been completed and the second phase is scheduled to commence in April 2021.	On track
	Campaign Post Analysis Performance Reports.	There is no current baseline data; a new measure is to be implemented in 2020/21.	Monitor and report on campaign measures and use the information to set new benchmarks for future years.	The monitoring of campaign measures is underway. Key current measures being used are: <ul style="list-style-type: none"> <li>Video views (to the end): 188,722</li> <li>Impressions: 1,673,165</li> </ul> TBOP is waiting for the full year results to set targets for future years.	On track

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Build the destination's reputation as per Place DNA® by implementing story theme strategies identified in Brand Storybook research and embed across Te Moananui ā Toi   the Coastal Bay of Plenty.	Tourism Sentiment Index™ (Destination Think!).	Score of +56 to YE December 2019.	Maintain or improve Tourism Sentiment Index™ scores in areas associated with Te Moananui ā Toi   the Coastal Bay of Plenty's Place DNA®.	<p>A score of +20 for July to December 2020 was achieved. This is a total of 36 points below the score for YE December 2019, with COVID-19 likely affecting the 2020 results. This compares to a score of +22 for New Zealand overall.</p> <p>Scores for categories related to Place DNA® elements for July to December 2020:</p> <ul style="list-style-type: none"> <li>▪ Horticultural provenance: +22</li> <li>▪ Natural environment: <ul style="list-style-type: none"> <li>○ Wildlife viewing: +21</li> <li>○ Biking &amp; cycling: +10</li> <li>○ Hiking &amp; rock climbing: +39</li> </ul> </li> <li>▪ Ocean &amp; beaches: <ul style="list-style-type: none"> <li>○ Surfing: +16</li> <li>○ Beaches: +24</li> <li>○ Fishing: +37</li> <li>○ Diving and snorkelling: +65</li> </ul> </li> <li>▪ Māori culture: +23</li> </ul>	On track
	Perceptions Research (for the New Zealand and Australia markets).	No current baseline data; a new measure is to be implemented in 2020/21.	Maintain or improve levels of association of Te Moananui ā Toi   the Coastal Bay of Plenty with Place DNA® themes.	Signed up to Angus & Associates' Visitor Perceptions Research programme. Research currently underway with results for first quarter due end of January 2021.	On track
	Digital analytics.	No current baseline data; a new measure is to be implemented in 20/2021.	Explore and identify the best digital analytics to measure engagement with, and performance of, digital content.	TBOP is currently reviewing website heatmaps and other analytics tools. TBOP is working alongside Maverick to assess website user behaviours and will continue this work into January 2021.	On track
Work with Tauranga City Council City Events team to support events aligning with our Place DNA®.	Collaborative marketing output and feedback from Tauranga City Council City Events team regarding support provided.	Bi-monthly meetings with Tauranga City Council City Events team and support of events on social media and website.	Bi-annual meetings between Tauranga City Council City Events and TBOP Go-to-Market teams identifying the key events for collaborative marketing and executing associated marketing activity.	TBOP meets with the Tauranga City Council Major Events team bi-monthly. The key focus of the meetings is to understand new events, determine which best align with the destination's Place DNA®, and agree on which will be a focus for TBOP.	On track

## Pillar 2: Connect with Residents

**LoE – TBOP’s Strategic Priority:** 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.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Measure and understand residents' sentiment towards tourism. This is measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.  Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is 76% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Tauranga: The score for YTD 2020-21 is 65% agree (scores of 7 to 10).  <small>This result is from one wave of data collection with a sample size of n=195, it should therefore be treated with caution.</small>	On track
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western Bay of Plenty: The score for YE June 2020 is 72% agree (scores of 6 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	Western BOP: The score for YTD 2020-21 is 77% agree (scores of 6 to 10).  <small>This result is from one wave of data collection with a sample size of n=171, it should therefore be treated with caution.</small>	On track
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the YE June 2019 is 75% agree (scores of 7 to 10).	Continue to monitor and report on residents' perceptions and use information to set new benchmarks for future years.	No update, awaiting results from Whakatāne District Council.	On track
Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™.  Note: Sentiment may be impacted by the COVID-19 pandemic and perceptions of the link to international visitors.	Tauranga City Council residents' satisfaction survey results.	Tauranga: The score for the YE June 2020 is +27.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Tauranga: The score for YTD 2020-21 is +26.  <small>This result is from one wave of data collection with a sample size of n=195; it should therefore be treated with caution.</small>	On track
	Western Bay of Plenty District Council residents' satisfaction survey results.	Western Bay of Plenty: The score for the YE June 2020 is +13.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	Western Bay of Plenty: The score for YTD 2020-21 is +25.  <small>This result is from one wave of data collection with a sample size of n=180; it should therefore be treated with caution.</small>	On track
	Whakatāne District Council residents' satisfaction survey results.	Whakatāne: The score for the YE June 2019 is +50.	Continue to monitor and report on residents' satisfaction and use information to set new benchmarks for future years.	There is no update; TBOP is awaiting results from Whakatāne District Council.	On track
Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects).	Research results.	No current baseline data– a new measure is to be implemented in 2020/21.	Measure satisfaction with the tourism industry in Te Moananui ā Toi   the Coastal Bay of Plenty.	This is on hold until there is more information available regarding the cruise sector restart.	At risk

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Implement the Connect with Residents strategy and implement a local's communications plan.	Strategy implementation and outcomes.	No Place Like Home campaign is currently in-market. There is no current baseline data; a new measure is to be implemented in 2020/21.	Review, refine and continue to implement the Connect with Residents strategy, including measuring the performance of the No Place Like Home campaign.	<p>No Place Like Home campaign in market with monthly e-newsletters, print stories, social media and radio.</p> <p>The first iteration of the advertising effectiveness survey was conducted in August and showed:</p> <ul style="list-style-type: none"> <li>▪ 80% of residents are proud to live in the region,</li> <li>▪ 57% of residents saw the campaign via at least one channel, of these: <ul style="list-style-type: none"> <li>○ 50% reported feeling more informed about activities in the Western Bay, and</li> <li>○ 37% were inspired to look for further information on tourism activities in the area.</li> </ul> </li> </ul> <p>Second iteration of survey scheduled for Jan/Feb 2021.</p>	On track
Develop and maintain an Ambassador Programme.	Completion of workshops.	Have begun discussions with Queenstown Resort College regarding implementation.	Complete one course.	The framework has been developed in consultation with the region's tourism industry. TBOP is exploring the potential service providers, with an appointment likely in early 2021.	On track
Implement the Stakeholder Engagement & Communications Plan including iwi and hapū relationships, Leadership Advisory Group, and industry events.	TBOP dashboard.	Achieved an average of 74 engagements with key stakeholders per two-month period in the 2019/20 financial year.	Achieve an average of 70 engagements with key stakeholders per two-month period.	Achieved an average of 122 engagements with key stakeholders per two-month period from July-December 2020.	On track

### Pillar 3: Enhance the Visitor Experience

**LoE – TBOP’s Strategic Priority:** Enhance the visitor experience by providing fit-for-purpose visitor information services, including the development of Te Tomokanga and the use of digital services.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Understand, measure and improve visitor satisfaction and perceptions.	Visitor satisfaction research findings.	There is no current baseline data; a new measure is to be implemented in 2020-2021.	The implementation of visitor satisfaction research.	TBOP is exploring proposals from potential market research organisations. TBOP expects this research to start in early 2021.	On track
Continue to implement the Visitor Experience Plan including continuing to provide fit-for-purpose visitor information services and exploring new opportunities.	Visitor Information Services user survey.	No current baseline data - new measure to be implemented in 2020-2021.	The implementation of the Visitor Information Services user survey.	Customer Radar has been piloted and implemented as the feedback system in the Tauranga <i>i</i> -SITE. All customers will be asked to complete the survey from January 2021.	On track
Continue the project plan for Te Tomokanga.	Design progress.	Local and central government funding is confirmed.	Complete the concept and detailed design, commence site investigations subject to national <i>i</i> -SITE review and market conditions.	The Te Tomokanga plan has been indefinitely suspended as Tauranga City Council withdrew funding due to restrictions on its capital budgets.	Off track
Review the cruise sector model post-COVID-19.	Summary report from workshops.	TBOP identified the need to review the current shore excursion contracts due to the COVID-19 pandemic.	Undertake three workshops to explore ideas for the re-development of the cruise industry to operate post-COVID-19 (and implement any changes, depending on market conditions).	Travel restrictions are still in place and there are no indications of when they will be lifted. The New Zealand Cruise Association has not released what the framework for the cruise sector’s return will look like.	At risk
Review and action the <i>i</i> -SITE Future Network Strategy.	Report prepared for Council.	Consulting on Future Network Strategy.	Participate in the review of the Future Network Strategy with <i>i</i> -SITE New Zealand and report to Tauranga City Council.	Due to the delay in the Government election, TBOP is awaiting a further update in February 2021.	On track



## Pillar 4: Grow Capability and Increase Supply

**LoE – TBOP’s Strategic Priority:** Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Map regional natural and build assets to identify experience gaps and opportunities.	Digital map (produced by Stafford Strategy).	Phase one of the mapping project is underway; the database of experiences has been collated and categorised.	The map of regional infrastructure and experiences developed (phase one), and gaps analysis completed (phase two).	The map of regional infrastructure and experiences has been developed.  Phase two, the gap analysis, is to start in February 2021.	On track
Identify and implement options for understanding and measuring environmental regeneration and implement any suitable options.	Green Destinations certificate.	No current baseline data; a new measure is to be implemented in 2020/21.	Achieve the Green Destinations certification (to measure environmental sustainability).	TBOP is on the journey to becoming an eco-certified destination through EcoTourism Australia, with 50% of the criteria filled out. The ECO Destination Certification combines Ecotourism Australia’s criteria with the Green Destinations standard for sustainable tourism.	On track
Enable, empower and facilitate opportunities for Māori economic development to identify, enhance, and promote tourism experiences that feature our unique culture, heritage, and history.*	Workshop delivery.	Two roopū established that meet quarterly or more frequently.	Deliver four workshops for new and existing cultural tourism businesses per annum aimed at upskilling operators and assisting with the evolution of their businesses.	Two workshops/events were delivered as follows: <ul style="list-style-type: none"> <li>One cultural tourism exemplar hīkoi to Waitangi and Hokianga for a group from local Hapū Ngāti Hangarau; and</li> <li>Digital Marketing/Developing an Effective Social Media Presence workshop for Tauranga Moana roopū.</li> </ul> Four workshops are planned for the second half of 2021.	On track
	Workshop feedback surveys.	Two roopū established and meeting quarterly or more frequently.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	Workshop attendees will be asked to provide feedback via surveys.	On track
Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.*	Engagement with investors.	TBOP identified the need for investment to stimulate product development.	Create an investor attraction package to support new tourism product that aligns with one target market and deliver this to relevant parties.	The COVID-19 pandemic has disrupted our ability to attract private investment in the tourism sector.	Off track

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Develop and implement an industry capability programme and collaborate with tourism operators and help enhance tourism experiences that align with TBOP's target audiences and Place DNA®.*	Workshop delivery.	There is no current baseline data; a new measure is to be implemented in 2020/21.	Deliver three workshops for new and existing tourism businesses aimed at upskilling operators and assisting with the development of their businesses.	<p>Four events/workshops were delivered as follows:</p> <ul style="list-style-type: none"> <li>Digital marketing upskilling</li> <li>One-on-one digital training is ongoing.</li> <li>Regional Business Partner Network funding webinar held with the Tauranga Chamber of Commerce for tourism operators.</li> <li>Tourism Connect workshop.</li> <li>Health and Safety training.</li> </ul>	Completed
	Workshop feedback surveys.	There is no current baseline data; a new measure is to be implemented in 2020/21.	50% of workshop attendees report that they are likely to make enhancements to their business based on the workshops.	<p>Capability building workshops: 92% of attendees report that they are likely to make enhancements to their businesses based on the workshops.</p> <p>Digital capability one-on-one sessions: 91% of participants report that they are likely to make enhancements to their businesses based on these sessions.</p>	On track
Establish and maintain passion groups for niche development to align experiences with target audiences.*	Passion groups.	Surfers & beach lovers group established and one meeting held.	Deliver four passion group workshops for niche development to align experiences with target audiences.	<p>Horticultural Provenance passion group:</p> <ul style="list-style-type: none"> <li>Experience Manager has been appointed and group members recruited.</li> <li>Three passion group meetings held.</li> <li>Developed strategy and created marketing plan that is being implemented.</li> </ul> <p>Oceans &amp; beaches passion group:</p> <ul style="list-style-type: none"> <li>Experience Manager has been appointed.</li> <li>Passion group meetings due to recommence March 2021.</li> </ul>	On track
Identify and support opportunities for new 'tourism with purpose' and environmental stewardship initiatives*.	Feedback from applicable organisations.	Tourism with Purpose strategy completed.	Identify opportunities for new tourism with purpose initiatives and provide support via workshops, networking and PR activity where needed.	TBOP is currently trialling a partnership with Rotary to identify opportunities for visitor volunteers to work alongside the local community.	On track
Business Events development.	Summary report from research.	No current baseline data.	Update the Business Events Market Feasibility report and present to the TBOP board with recommendations.	2019 Business Events Research Report update complete and recommendations presented to TBOP board in August 2020 for implementation.	Completed

\*Several of these performance measures relate to attempting to influence the development of tourism products and experiences which are aligned with our destination's Place DNA™ and target markets. While we can support, advocate for, help to upskill operators and promote products, the development of product and how those organisations operate is outside of TBOP's control. Thus, these performance measures relate to outcomes TBOP can directly affect.



## Governance and Leadership

**LoE – TBOP’s Strategic Priority:** Demonstrate a commitment towards measuring, developing, and improving organisational culture and staff well-being, including exploring opportunities to link in with Tauranga City Council’s staff culture survey. Detailed investigation into moving towards the Living Wage for all employees.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Investigate moving towards the Living Wage for all employees.	Financial records.	Achieved.	Payment of the living wage (as a minimum) to all permanent employees.	TBOP is not currently paying the (increased) living wage to all permanent employees due to a remuneration increase freeze. However, this is planned to come into effect in February 2021.	Off track
Improve organisational culture and staff well-being.	To be determined.	Employee Engagement Score: 80% (June 2020; TBOP Employee Engagement Survey).	Measure staff engagement via either Tauranga City Council’s staff culture survey and/or TBOP Employee Engagement Survey.	Next iteration of Employee Engagement Survey scheduled for March 2021.	On track



## Governance Best Practice

**LoE – TBOP’s Strategic Priority:** Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.

Performance Area	Source	Baseline	2020-2021 Goal (June 2021)	Six-month summary (July to December)	Status
Manage P&L to budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	TBOP Six Month and Annual Reports.	Achieved.	Variance of profit to budget for year within 5% of total revenue.	Net result is 12% ahead of budget to December and on track to be on budget at year end.	On track
Code of Conduct compliance.	TBOP Six Month and Annual Reports.	Achieved.	Code of Conduct compliance.	Achieved.	On track
Compliance and regulatory obligations met.	Councils’ feedback.	Achieved.	Compliance and regulatory obligations met.	Achieved.	On track
Enterprise Risk Management Policy adherence.	Board confirmation.	Achieved.	Enterprise Risk Management Policy adherence.	Achieved.	On track
Maintain good working relationships with Council staff and elected members, observing the ‘no surprises’ principle.	Councils’ feedback.	Achieved.	No surprises principle maintained.	Achieved.	On track



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