



STATEMENT OF INTENT

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 Coastal 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.



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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 Moananui ā Toi | the 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 Principle Objective

TBOP takes the leading role in sustainable growth of Te Moananui ā Toi | the Coastal Bay of Plenty visitor economy and management of the destination. TBOP's vision is to "share our love of Te Moananui ā Toi | the Coastal Bay of Plenty with the world" and our mission is "growing a sustainable 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 will collectively 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 principles. These strategic priorities will be executed under Te Moananui ā Toi | the Coastal Bay of Plenty 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 with the right messages.
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.

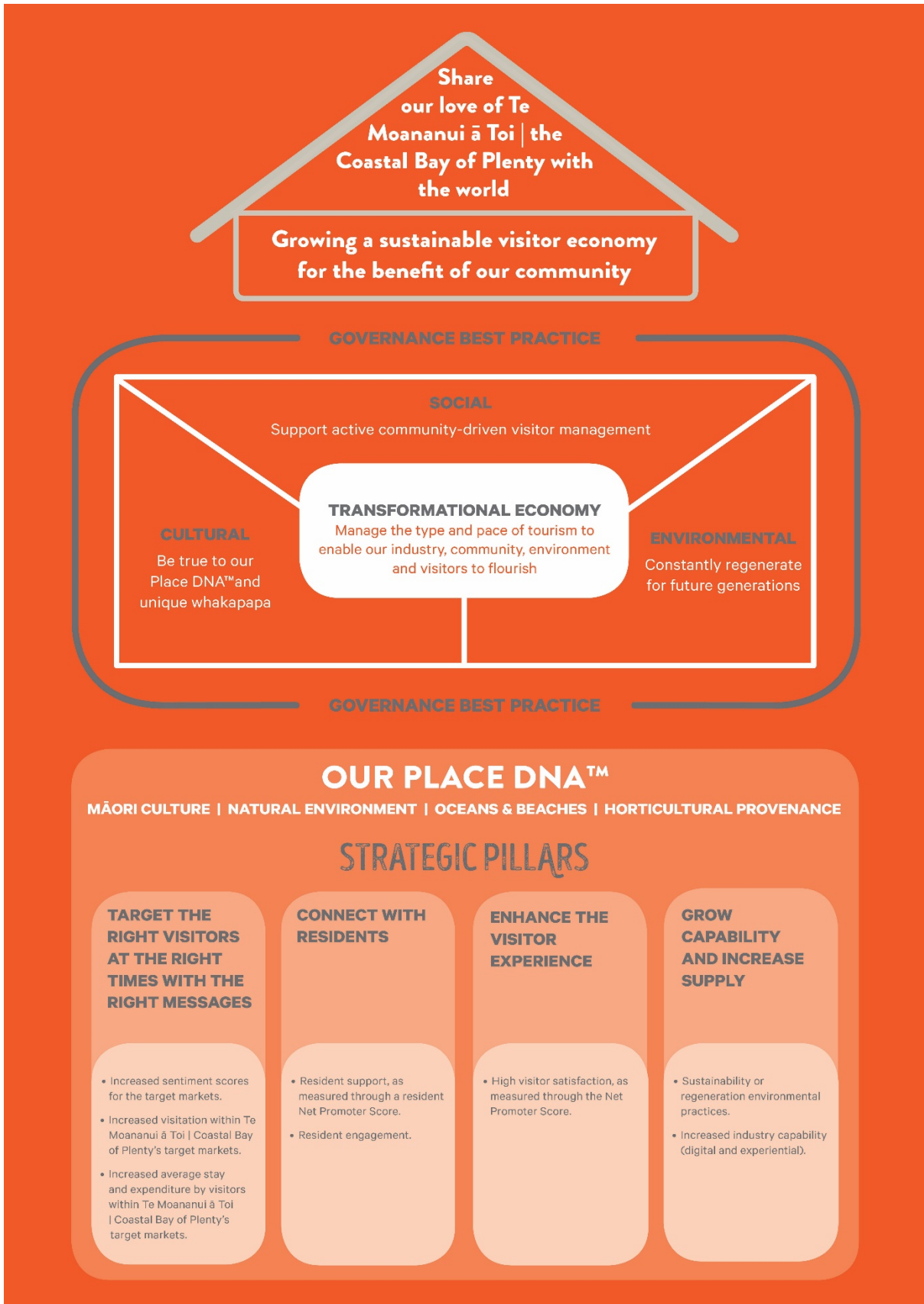
COORDINATE

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 30 June 2019, the TBOP Board comprises the following trustees:

- Desmond Hammond (Chairperson)
- Will Wilson (Deputy Chair)
- 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. BENCHMARKING, MONITORING & EVALUATION

KRA 1: Protects and Enhances the Natural Environment

The visitor economy enhances the quality of life, by providing an enhanced visitor experience and increased amenity for visitors and residents alike.

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
ALL	Implement a Destination Management strategy ensuring the balance of economic growth with the social, cultural and environmental well-being of the community.	Visitor spend growth.	MBIE Regional Tourism Estimates.	\$1,063 (to April 2019).	\$1,108m (to June 2020).	\$1,157m (to June 2021).	\$1,207m (to June 2022).
		Implementation of VES 2018-2028.	TBOP Six Month and Annual Reports.	Year 1 of VES 2018-2028 completed.	Implement Year 2 of VES 2018-2028.	Implement Year 3 of VES 2018-2028.	Implement Year 4 of VES 2018-2028.
		Implementation of Te Hā Tāpoi The Love of Tourism Plan.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism Plan identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
		Support investigation of alternative funding mechanisms.	Report from investigation.	No current data.	Support investigation of alternative funding mechanisms.	Support investigation/implementation of alternative funding mechanisms.	Support investigation/implementation of alternative funding mechanisms.
		Develop methods for monitoring the impact of tourism on our place and people.	Results from implementation of methods.	Identification of gaps in currently available data.	Implement developed methods for monitoring the impact of tourism on our place and people and assess outcomes to determine remaining gaps in information.	Implement developed methods for monitoring the impact of tourism on our place and people and assess outcomes to determine remaining gaps in information.	Implement developed methods for monitoring the impact of tourism on our place and people and assess outcomes to determine remaining gaps in information.
Connect with residents	Measure and maintain community social license with measurement of resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score).	TCC Residents' Survey scores.	TCC Residents' Survey: 1. Tauranga is a quality destination for visitors and businesses. 2. The tourism sector has a positive impact on the community. 3. Likelihood to recommend Tauranga as a holiday destination to friends and family.	1. Score of 77% (2018). 2. Score of 72% (2018). 3. Score of +40 (2018).	1. Target score: 77%. 2. Target score: 72%. 3. Target score: +40.	1. Target score: 78%. 2. Target score: 73%. 3. Target score: +41.	1. Target score: 79%. 2. Target score: 74%. 3. Target score: +42.
		Western Bay and Whakatāne residents' satisfaction (measures to be confirmed).	Councils' resident satisfaction surveys.	No current data.	Measures to be confirmed.	Measures to be confirmed.	Measures to be confirmed.
		Implement PR and communications initiatives.	Outcomes of research with residents.	No current data.	Continue to implement PR and communications initiatives.	Continue to implement PR and communications initiatives.	Continue to implement PR and communications initiatives.
		Further develop the Connect with Residents programme.	Programme implementation and outcomes.	No current data.	Review, refine and continue to implement the Connect with Residents programme.	Review, refine and continue to implement the Connect with Residents programme.	Review, refine and continue to implement the Connect with Residents programme.
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 Sentiment Index. Explore additional methods to measure visitor satisfaction.	Tourism Index Score: +55 YE June 2018 No current data.	Target Tourism Index Score: +55 or above. Identify or create other potential methods to measure visitor satisfaction and develop baseline.	Target Tourism Index Score: +56 or above. Continue to implement methods and/or track visitor satisfaction.	Target Tourism Index Score: +56 or above. Continue to implement methods and/or track visitor satisfaction.
		Continue to improve the visitor experience by providing fit for purpose visitor information services, including the use of digital services.	Implement Visitor Experience Plan. Implement Visitor Information Services customer survey. Provide fit-for-purpose Visitor Information Services.	TBOP Six Month and Annual Reports. To be determined. Visitor Information Services customer survey (when implemented) and TBOP Six Month and Annual Reports	No current data. No current data. No current data.	Commence Phase 1 implementation. Determine best approach and implement. Provide fit-for-purpose Visitor Information Services.	Continue with Phase 2 implementation. Continue to implement methods and/or track performance. Provide fit-for-purpose Visitor Information Services.
	Continue to improve visitor information services with development of a Mount Maunganui presence, an alternative Tauranga location, and using digital and unmanned services.	Funding for Te Tomokanga.	Funding avenues.	Te Tomokanga PGF funding application submitted December 2018.	Detailed design approved for build.	Commence build of Te Tomokanga.	Operate from Te Tomokanga.
		Relocate the Tauranga i-Site.	To be determined.	No current data.	Tauranga site secured.	Operate from Tauranga i-Site.	Operate from Tauranga i-Site.
		Assess need for other touchpoints.	To be determined.	No current data.	Identification of need for other visitor information services touchpoints.	Commence design and set up for other touchpoints.	Review and refine as necessary.
	Connect the destination experience with the region's Place DNA™ and niche markets.	Implementation of Te Hā Tāpoi The Love of Tourism Plan.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism Plan identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
	Grow capability and increase supply	Identify and promote tourism experiences and products which support the Coastal Bay of Plenty's DNA™.	Implementation of Te Hā Tāpoi The Love of Tourism Plan.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism Plan identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.
Collaborate with Māori to identify and promote tourism experiences that feature Māori culture and assist in the product development of indigenous cultural experiences, via an MOC with Iwi.		Hapū and Iwi relationships developed and a Memorandum of Commitment (MOC) with Iwi established. New product development or enhancement of existing product/s.	Feedback from Hapū and Iwi. New or enhanced product/s.	Building relationships with Iwi. 1 new product development.	MOC with Iwi upheld. 1 new product development or enhancement of existing product.	MOC with Iwi upheld. 1 new product development or enhancement of existing product.	MOC with Iwi upheld. 1 new product development or enhancement of existing product.
Establish and maintain working groups for niche development to align experiences with target audiences.		Development of niche working groups (NWG) throughout Te Moananui ā Toi the Coastal Bay of Plenty.	Niche working group outcomes.	No current data.	3 NWG meetings.	3 NWG meetings.	3 NWG meetings.
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.		Develop 'Tourism with purpose' initiatives.	New or enhanced 'Tourism with purpose' initiatives.	No current data.	Identify and support opportunities for new 'Tourism with purpose' initiatives.	Identify and support opportunities for new 'Tourism with purpose' initiatives.	Identify and support opportunities for new 'Tourism with purpose' initiatives.
		Support implementation of and promote the TIA Tourism Sustainability Commitment within industry.	List of operators who have signed TIA Tourism Sustainability Commitment.	A total of 25 operators have signed TIA Tourism Sustainability Commitment 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.
		Increased awareness of Tiaki Promise among visitors.	To be determined.	No current data.	Explore and implement opportunities to increase awareness of Tiaki Promise.	Review and refine strategies.	Review and refine strategies.
	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).	



KRA 2: Attracts Businesses, People and Visitors

- Grow the tourism industry and increase visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty.
- 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 Moananui ā Toi | the Coastal Bay of Plenty and enable investment.

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
ALL	Domestic market: Increasing domestic visitor spend.	Increase domestic visitor spend by an average of 3.7% per annum.	MBIE Monthly Regional Tourism Estimates for domestic visitors.	\$834m (to April 2019).	Increase by 3.7% per annum.	Increase by 3.7% per annum.	Increase by 3.7% per annum.
	International market: Increasing international visitor spend.	Increase international visitor spend by an average of 5.3% per annum.	MBIE Monthly Regional Tourism Estimates for international visitors.	\$230m (to April 2019).	Increase by 5.3% per annum.	Increase by 5.3% per annum.	Increase by 5.3% per annum.
	Cruise market: Increase the cruise sector visitor spend.	Increase cruise spend by 3.4% per annum.	MBIE Tourism Satellite Account.	\$66m (to June 2018).	Increase cruise spend by 3.4% per annum.	Increase cruise spend by 3.4% per annum.	Increase cruise spend by 3.4% per annum.
Target the right visitors at the right time with the right messages	Collaborate with strategic partners to drive visitation during off-peak seasons.	Develop methods to understand current visitation patterns and profiles.	Identifying or developing methods to understand current visitation patterns and profiles.	No current data.	Identify or develop methods to understand and track visitation patterns and profiles.	Review and refine methods and monitor.	Review and refine methods and monitor.
		Understand optimum visitor levels.	Creation of calendar of visitation patterns. Identifying or developing methods to understand optimum visitor levels.	No current data.	Create calendar of visitation patterns. Identify or develop methods to understand optimum visitor levels.	Keep calendar of visitor patterns up to date. Review and refine methods and track.	Keep calendar of visitor patterns up to date. Review and refine methods and track.
		Utilise passionography to redefine marketing plans and activities.	Activation of campaigns using niche market propositions.	No current data.	Utilise passionography to redefine marketing plans and activities.	Continue implementation of marketing strategies.	Continue implementation of marketing strategies.
		Develop regional brand stories and story themes based on our Place DNA™, and identify storytellers and influencers to help share those stories.	Activation of campaigns using story themes.	No current data.	Undertake Brand Storybook research, develop story theme, and identify storytellers and influencers.	Continue implementation of story theme strategies.	Continue implementation of story theme strategies.
		Develop a new website with online visitor sales & services capability.	New website developed.	No current data.	Develop new website with online visitor sales & services capability.	Review and refine website as needed.	Review and refine website as needed.
		Assess the trade model to best align to target markets.	Changes to trade model and feedback from trade partners.	Current trade model.	Review and refine trade model to ensure it continues to align with target markets.	Review and refine trade model to ensure it continues to align with target markets.	Review and refine trade model to ensure it continues to align with target markets.
		Support of Major Events Strategy and other initiatives during shoulder seasons.	Bi-annual meetings between TCC Major Events and TBOP Go-to-market team identifying key events for collaborative marketing.	Bi-annual meetings between TCC Major Events and TBOP Go-to-market team identifying key events for collaborative marketing.	Bi-annual meetings between TCC Major Events and TBOP Go-to-market team identifying key events for collaborative marketing.	Bi-annual meetings between TCC Major Events and TBOP Go-to-market team identifying key events for collaborative marketing.	Bi-annual meetings between TCC Major Events and TBOP Go-to-market team identifying key events for collaborative marketing.
Grow capability and increase supply	Implement VES 2018-2028 and Te Hā Tāpoi The Love of Tourism Plan to grow the visitor economy and enable public and private investment decisions.	Implementation of VES 2018-2028 and Te Hā Tāpoi The Love of Tourism Plan Participation in BOC RGS Implementation Committee.	TBOP Six Month and Annual Reports. Participation in BOC RGS Implementation Committee.	Completed Te Hā Tāpoi The Love of Tourism Plan identifying next steps. Previous participation.	Implement year 2 of VES and year 1 of Te Hā Tāpoi The Love of Tourism Plan. Participate in BOC RGS Implementation Committee.	Continue with next year of implementation. Participate in BOC RGS Implementation Committee.	Continue with next year of implementation. Participate in BOC RGS Implementation Committee.
	Work with council staff to advocate for enablement of tourism product opportunities and to ensure public buildings and spaces are designed and planned through a destination management lens.	Tourism opportunities identified. New or revamped public buildings and spaces are designed and planned through a destination management lens.	To be determined. To be determined.	No current data. No current data.	Identify opportunities and connect with applicable council staff members. Identify opportunities and connect with applicable council staff members.	Continue to work with council staff. Continue to work with council staff.	Continue to work with council staff. Continue to work with council staff.
	Advocate for and facilitate opportunities for investment in tourism that will increase the number of new tourism experiences.	Gaps and opportunities identified.	Track progress of opportunities identified and actioned.	No current data.	Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Actions taken to advocate for and facilitate any identified opportunities (if applicable).
	Assist existing, new and potential tourism operators with mentoring and support to develop capability and sustainability.	Growth in number of export ready operators.	Track number of export ready operators	At least 15 export ready operators in the region (January 2019).	2 new export ready operators.	2 new export ready operators.	2 new export ready operators.
		Tourism operators supported to maintain Qualmark status.	Qualmark.	58 Qualmark operators (January 2019).	Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for operators.
	Tourism operators supported to develop capability.	Number of tourism operators being assisted with mentoring and support.	No current data.	Organise 3 x industry capability building workshops.	Organise 3 x industry capability building workshops.	Organise 3 x industry capability building workshops.	
	Identify and support the development of infrastructure to manage visitor growth, via mapping the region's natural and built assets to identify infrastructure and experience gaps and opportunities.	Map regional infrastructure and experiences to identify gaps.	Identified infrastructure needs and experience gaps (if any) and support of development.	No current data.	Map of regional infrastructure and experiences developed, and gaps identified.	Keep map current and advocate for development where needed.	Keep map current and advocate for development where needed.



KRA 3: Is Well Planned, with a Variety of Successful and Thriving Compact Centres

Collaborate with residents, councils, and other agencies.

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
Insights and leadership	Provide leadership for tourism and support sustainable economic growth with effective leadership and implementation of the VES 2018-2028 and Te Hā Tāpoi The Love of Tourism Plan.	Implementation of VES 2018-2028.	TBOP Six Month and Annual Reports.	Year 1 of VES 2018-2028 completed.	Implementation of Year 2 of VES2018-2028.	Implementation of Year 3 of VES 2018-2028.	Implementation of Year 4 of VES 2018-2028.
		Form and engage a Leadership Advisory Group.	To be determined.	No current data.	Continue to engage with leaders as needed.	Continue to engage with leaders as needed.	Continue to engage with leaders as needed.
	TBOP will provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services. Share insights with tourism stakeholders to help with their decision making.	Implementation of Te Hā Tāpoi The Love of Tourism Plan.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism Plan identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
		Tourism forecasts and other capacity measures.	Tourism forecasts and other capacity measures.	2018-2028 forecasts.	Updated forecasts and development of measures.	Continued implementation of research and insights projects.	Continued implementation of research and insights projects.
		Councils' feedback.	To be determined.	No current data.	Participation in annual planning with Councils.	Participation in annual planning with Councils.	Participation in annual planning with Councils.
Share insights with tourism stakeholders to help with their decision making.	Sharing of useful insights with tourism stakeholders.	Industry Engagement Survey.	No current data.	Continue to share useful insights.	Continue to share useful insights.	Continue to share useful insights.	
Collaboration and partnership	Develop and maintain partnerships with other organisations and stakeholders (including but not limited to Iwi, EDAs and neighbouring RTOs) to identify and leverage opportunities.	Implement Stakeholder Engagement and Communications Plan.	Councils' feedback – TBOP Six Month and Annual Reports.	Stakeholder Engagement and Communications Plan completed.	Year 1 implementation of plan.	Year 2 implementation of plan.	Year 3 implementation of plan.
		Work with the Industry Advisory Group (IAG) to understand current landscape, capacity, gaps and opportunities.	Industry Engagement Survey.	No current data.	2 x meetings of IAG per year.	2 x meetings of IAG per year.	2 x meetings of IAG per year.
		Track progress of opportunities identified and actioned.	Hosting of events.	No current data.	Actions taken to progress any identified opportunities (if applicable).	Actions taken to progress any identified opportunities (if applicable).	Actions taken to progress any identified opportunities (if applicable).
		Provide opportunity for industry stakeholders to build networks.	Hosting of events.	No current data.	3 x networking events per year.	3 x networking events per year.	3 x networking events per year.
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.	Auditors' Report.	Auditor's Report 2018-19: Achieved.	Manage P&L to budget.	Manage P&L to budget.	Manage P&L to budget.
		Code of Conduct compliance.	TBOP Six Month and Annual Reports.	TBOP Six Month and Annual Reports: Achieved.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.
		Compliance and regulatory obligations met.	Councils' feedback.	TBOP Six Month and Annual Reports: Achieved.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.
		Enterprise Risk Management Policy adherence.	Board confirmation.	TBOP Six Month and Annual Reports: Achieved.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.
		Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Councils' feedback.	TBOP Six Month and Annual Reports: Achieved.	No surprises principle maintained.	No surprises principle maintained.	No surprises principle maintained.
		Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	TBOP Six Month and Annual Reports.	TBOP Six Month and Annual Reports: Achieved.	Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.



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*	\$2,213,962	\$2,281,677	\$2,359,995
WBOPDC	\$212,988	\$216,396	\$219,858
Total	\$2,426,950	\$2,498,073	\$2,579,853

*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	2,213,962	2,281,677	2,359,995
Funding - Western BOP District Council	212,988	216,396	219,858
Funding - Whakatane District Council	84,000	84,000	84,000
Retail Sales	130,000	130,000	160,000
Other Revenue (includes industry contributions)	626,000	570,420	632,420
Total Revenue	3,266,950	3,282,493	3,456,273
Less Expenditure			
Cost of Sales	68,600	82,000	100,000
Operating & Marketing	2,348,379	2,341,374	2,567,124
Administration & Overheads	756,077	727,978	744,549
Depreciation & Amortisation	93,894	131,141	44,600
Total Expenditure	3,266,950	3,282,493	3,456,273
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).



12. SIGNED BY:

A handwritten signature in black ink, consisting of several loops and a trailing line.

Chairperson
Tourism Bay of Plenty

A handwritten signature in blue ink, appearing to read "K. L. Jones".

Chief Executive Officer
Tourism Bay of Plenty



13. 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