



**KAURI** *Agathis australis*  
Height to first limb — 12.8 m  
Diameter at 1.5 m — 2.7 m

Kauri 12.8 m through a hole in the canopy  
1954. Designed by Douglas, Peter & Co.

Tuahu Kauri Track, Katikati

# SIX MONTH REPORT

TO 31 DECEMBER 2021

**TĀPOI TE MOANANUI Ā TOI | TOURISM BAY OF PLENTY**

(WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST)



## GENERAL MANAGER'S REPORT

The COVID-19 pandemic continued to have a significant impact on the tourism industry across New Zealand and the Bay of Plenty throughout 2021. Our international borders remained closed and the regional lockdowns that were periodically implemented to contain COVID outbreaks dramatically impacted domestic travel flows, particularly from Auckland and the Waikato which are our top two domestic visitor markets.

Despite this uncertain environment, Tourism Bay of Plenty (TBOP) remained vigilant in the delivery of our organisation's fundamental functions in order to meet the performance measures we've been prescribed. In doing so, we've had to learn to be flexible and responsive to the realities of operating with COVID, both as an organisation and in support of our sector and operators.

While our Te Hā Tāpoi | The Love of Tourism Strategy 2020 - 2023 continued to guide us strategically, the environment during the six-month period July to December 2021 required a much more tactical and adaptive approach in the prioritisation and delivery of programmes across our four strategic pillars:

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

Essentially this resulted in us prioritising several key programmes and initiatives (particularly those that were digital/online in nature) that were aimed at stimulating domestic visitation during non-lockdown periods, as well as leveraging events as drawcards to the region, while also building on shoulder and peak season opportunities with our operators as we led into a highly anticipated summer season.

Conversely, we also needed to be prudent with our resources and defer a range of scheduled activity into the second half of the 2021/22 year (such as seasonal campaign activations, in-person trade/training events and international marketing) due to timing and the ongoing realities of COVID and associated restrictions.

Central government support, via our successful application to MBIE's one-off \$1million Tourism Support, Recovery and Reset (TSRR) programme, continued to underpin most of our Destination Management activity across industry capability, product development and marketing. Due to the extenuating circumstances of COVID and its impact on activity timelines, MBIE extended the funding deliverables across all 30 Regional Tourism Organisations to December 2022, allowing TBOP to broaden our programme reach and collaboration timelines. This also necessitated some carry-forward implications, in terms of our budget and non-BAU (i.e. non-Council funded) programmes, which are outlined in the financial section of this report.

In terms of MBIE's Regional Events Fund (REF) announced in September 2020, TBOP successfully undertook the promotion and distribution of the three-year \$500,000 contestable REF process during the July to December period, inviting applications from across the Coastal Bay of Plenty which were then co-assessed by event team managers from the Tauranga, Western Bay and Whakatane councils. This process was administered via the Smarty Grants system in partnership with TECT, which also funded an additional \$200,000 to increase the total contestable fund provision to \$700,000 across 15 key events over the following three years.



Of the 33 measures used to track TBOP's progress to date, 26 remain on track for completion with a further five at risk related to COVID-deferred TBOP activities that are now being undertaken in the second half of the 2021/22 Financial Year. The remaining two measures are no longer applicable as a direct result of COVID. These relate to cruise visitor spend (given that there were no cruise passenger arrivals during the 2021/22 season), and Qualmark assessment scores in region, which have since been deferred by Qualmark assessors to Jul/Aug 2022 due to the 2021 lockdowns.

As outlined in the pages following, TBOP has managed to deliver a number of key outcomes during the July – December 2021 period, with some of the major achievements including:

- Reorganisation of the TBOP team – new staff appointed with a key focus on delivery
- Completion and distribution of a new Cycle Trails booklet for the WBOPDC region
- Launch of the Flavours of Plenty brand, platform and inaugural April 2022 festival planning
- Ongoing delivery of key Destination Management projects, funded by MBIE's \$1m TSRR Fund
- Local operator activations and promotions over summer with Mt Mainstreet in the *i*-SITE POD
- Delivery of an integrated domestic campaign, with backing track by local band L.A.B.
- Successful development of a carbon waste reduction programme for the BOP tourism industry
- Proactive support of local hapū in confirming an MOU with award-winning tourism operator
- Partnered with TECT and MBIE to fund 15 events over three years to the value of \$700,000.

Despite the constant challenges facing the visitor economy in Te Moananui ā Toi | the Coastal Bay of Plenty, we incurred only a 5% drop in domestic visitor spend compared to July – December 2020. Taking into consideration the significant decline in visitation and subsequent visitor spend in other regions across the country, this can be viewed as a positive result.

Our organisation is in a sound financial position at the end of the first six months of the current financial year. The financial summary shows an overall surplus of \$1,290,959 compared to the budget of \$1,149,955 and is therefore favourable by \$141,004. Income shows a total of \$2,823,717 compared to the budget of \$3,259,409, which reflects a decrease in total revenue of \$435,692. Expenses show a total of \$1,532,757 compared to the budget of \$2,109,454. This reflects a reduction in total expenses compared to the budget of \$576,697 with employee expenses down \$243,526 YTD compared to budget due to vacant roles at the start of the year. Marketing costs were also down \$281,297 due to COVID and subsequent project delays, with the expectation that these costs will be spent in the second half of the financial year. Overall, as per our Key Performance Indicators in the Statement of Intent 2020–2023, TBOP has maintained a working capital ratio of not less than 1 (Actual 2.7) and equity ratio above .5 (Actual .7) and we fully expect the results to June 2022 to be on budget with a net breakeven position by the financial year end.

In closing, this Six-Month Report 2021 reflects the work of a dedicated and talented team, many of whom transitioned with the organisation as it went through a reorganisation and the onboarding of new staff and leadership. Together with the board, I want to thank our longer-term and new staff and also to acknowledge the vital support we receive from our council partners and other stakeholders in enabling us to do what we do. Noho ora mai.

## MAJOR ACHIEVEMENTS



TBOP's new team structure is in place and most roles have been recruited



Inaugural Western Bay of Plenty Cycle Trails booklet produced and digital version distributed

**MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT**  
HIKINA WHAKATUTUKI

**Tourism Support, Recovery and Re-Set funding**  
Value of \$1m to be used by end of 2022

Secured TSRR funding from MBIE



Launched Flavours of Plenty brand and website, and announced a food festival for April 2022

**TECT**

**Funding for events**  
Value of \$200,000 to boost MBIE Regional Events Fund

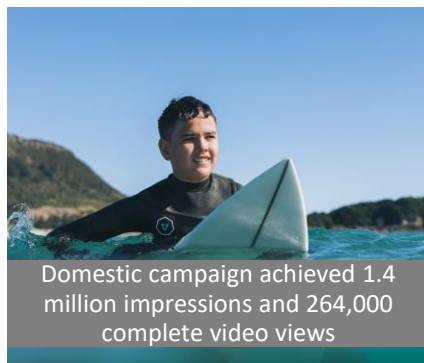
Partnered with TECT and MBIE to support 15 regional events



Our partnership with a local hapū has resulted in a joint venture with an award-winning operator

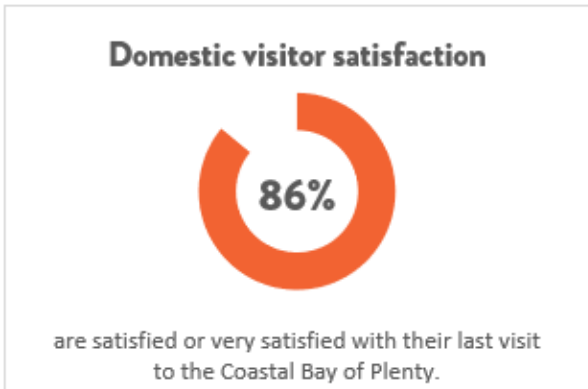
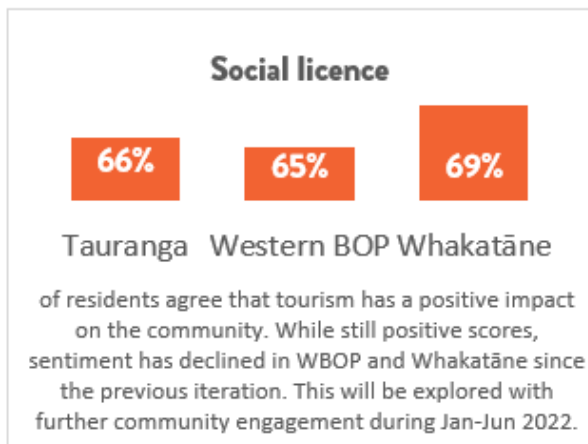
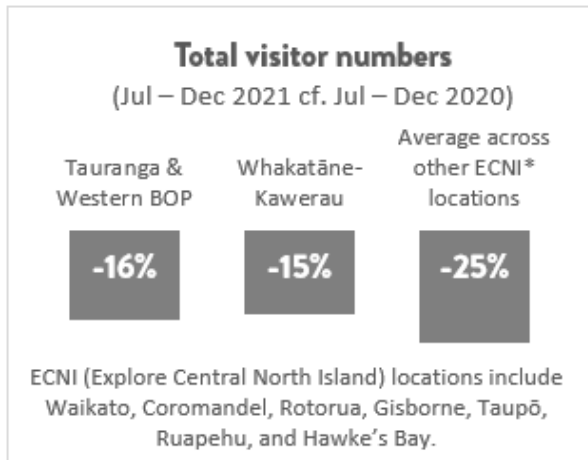
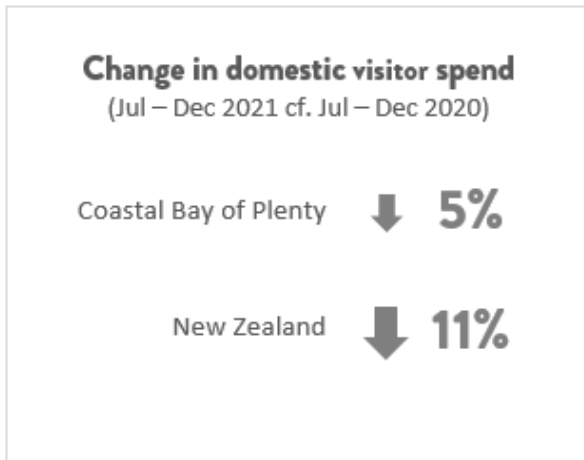


Locals and visitors engaged in giveaways and activations at the Mount i-SITE Pod over the summer



Domestic campaign achieved 1.4 million impressions and 264,000 complete video views

## TOURISM LANDSCAPE: JULY TO DECEMBER 2021

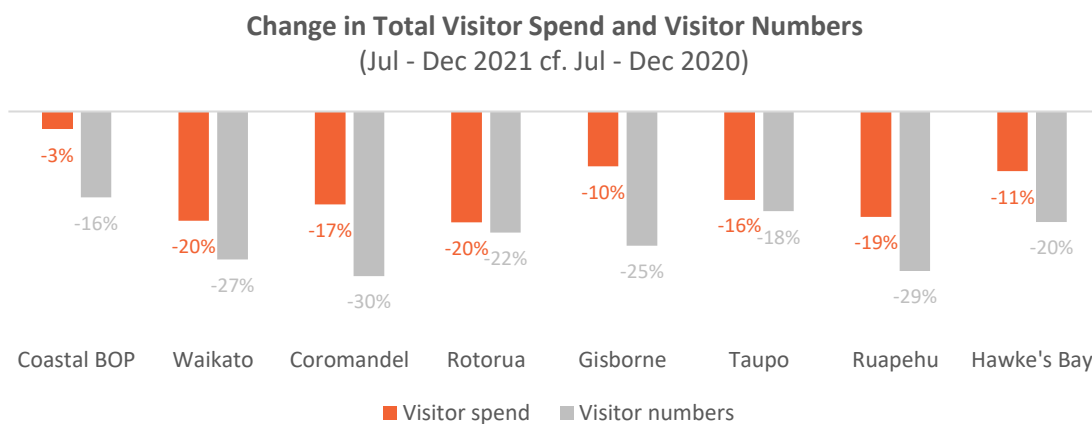
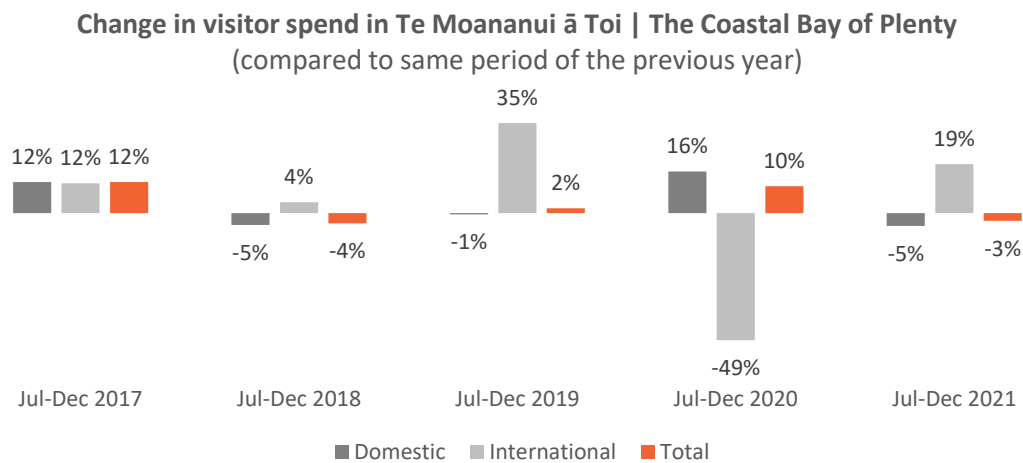


## Visitor Economy

The COVID-19 pandemic has had a significant impact on the tourism industry locally, nationally and globally. The July - December 2021 period saw a decrease in domestic visitor spend and domestic visitor numbers compared to the same period in 2020. It's likely that the second half of 2020 reflected a period of heightened domestic travel, following that year's COVID-19 lockdowns, that was unable to be sustained throughout 2021. Additionally, the nationwide lockdown and the extended Waikato and Auckland lockdowns in the latter part of 2021 curtailed travel during this time (those two regions represent our two main visitor markets).

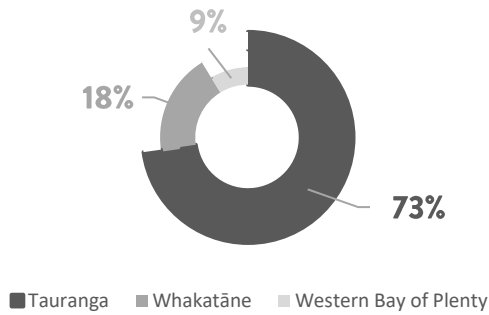
Spending by domestic visitors during this July to December 2021 period actually increased compared to same period in 2019, (up 9%), further suggesting that the 2020 spike was the result of unusual domestic activity due to the unique circumstances at that time.

The 19% increase in spend by international visitors is likely primarily attributable to repatriating Kiwis from the USA, Japan and Australia still using overseas electronic cards. The short travel bubble between NZ and Australian in the middle of 2021 did have some effect, however spending via Australian cards actually decreased by 20% compared to the year prior.



The good news is that while Te Moananui ā Toi | the Coastal Bay of Plenty experienced a decline of both domestic visitor numbers and spending during the July to December 2021 period (compared to July to December 2020), this was a trend that was seen across most of New Zealand. During this period, the change in visitor spending and visitor numbers in Te Moananui ā Toi | the Coastal Bay of Plenty compared favourably with our Central North Island neighbours and with the national trend (total visitor spend decreased by 11% nationally).

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.



## KEY HIGHLIGHTS

Te Hā Tāpoi | The Love of Tourism 2021–2022 is TBOP’s Destination Management Plan (DMP) and outlines its commitment to its role as a Destination Management Organisation. Considering the balance of economic growth with the social, cultural and environmental wellbeing of the community underpins everything that TBOP does.

TBOP’s key achievements from the July to December 2021 period are highlighted in the sections below.

### Overall Highlights

#### Flavours of Plenty – a regional platform and festival celebrating our horticultural abundance

Horticultural Provenance is a key element of Te Moananui ā Toi | The Coastal Bay of Plenty’s DNA™ and our proposition and story needs to be elevated to appeal to potential and current visitors. Work in this space continued at pace in July to December 2021.

- We announced the region’s first multi-event food festival and launched a festival brand, website and marketing campaign. The theme of the 7-10 April 2022 festival, ‘Plentiful Produce’, recognises our regional DNA and will celebrate and raise awareness of the region’s abundance of local produce and artisans.
- We worked collaboratively across Te Moananui ā Toi | The Coastal Bay of Plenty to create a united food story. We held four meetups with food businesses from throughout the rohe during July - December 2021. A total of 436 stakeholders joined our industry database and 650 people joined the consumer database.
- We continued to build the profile and reputation of the region as a food and produce destination via foodie content and media partnerships. During this reporting period, we produced five new food feature stories; featured in the spring and summer editions of *Nourish* magazine; signed a content partnership with *Cuisine* magazine; and funded a BOP focused episode of *A NZ Food Story Series Two* starring award-winning chef Ben Bayly, which will screen in New Zealand on TVNZ 1, Duke and TVNZ on Demand in May 2022.

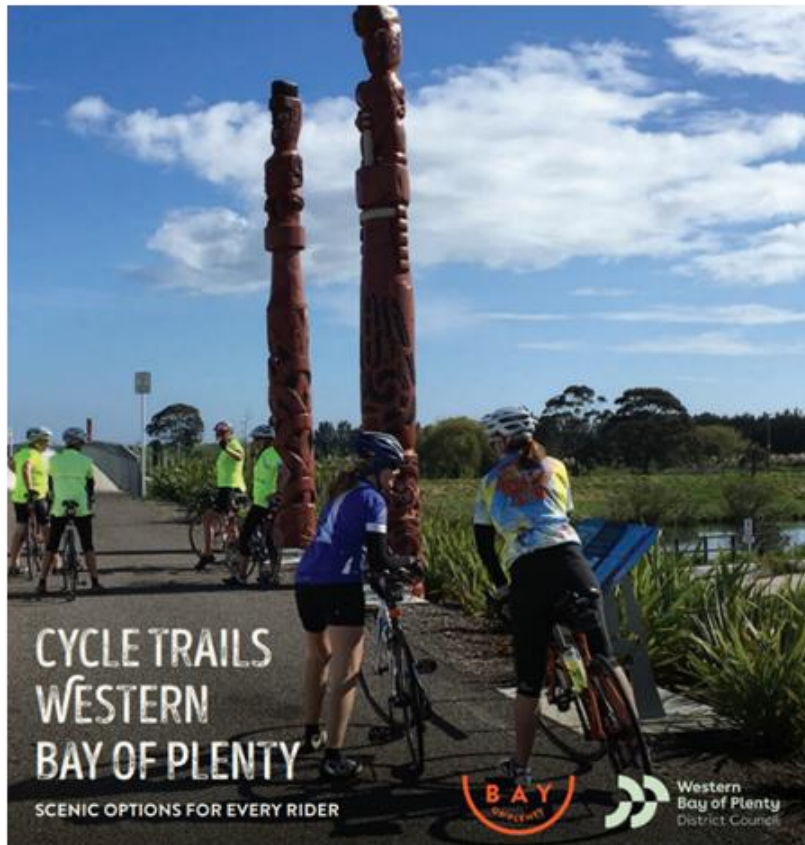
#### Delivering cycle trails – exploring our region through trails, storytelling and experiences

The Coastal Bay of Plenty offers some of the most diverse and unique landscapes for locals and visitors alike to get out and explore. A key challenge for us as a wider region has been in the coordination of a diverse network of cycle trails that showcase the region’s scenic vistas, heritage sites of significance and waterways. The trails span different areas; are at varying stages of consultation, development and/or completion; and some traverse multiple-owned land parcels, council boundaries and/or iwi whenua.

As part of our focus in this cycle trails area, TBOP has been working heavily to ascertain the current state of play across these varied stakeholder interests, to develop a regional narrative and promotional workplan that pulls together this network as a rich tapestry of trail discovery across the region.



- A key highlight achieved during the July to December 2021 period was the coordination, creation and delivery of a dedicated cycle trails booklet for the Western Bay of Plenty District Council region. A Bay of Plenty being completed leading into the summer period of 2021/22.



- With the WBOP Cycle Trails booklet completed, further work is underway with Bay of Connections and Tauranga City Council to scope and develop a regional collateral piece in 2022 that will include all the relevant Tauranga trails. This may be delivered in stages, dependent on the varied nature of consultation, development and/or completion of these trails and related parties.
- TBOP will continue to work with interested parties to identify opportunities to further develop or propose product and experiences that could complement the various trails, including the partnering with relevant iwi/hapū on potential storytelling and signage elements and interpretation.
- As part of TBOP's regenerative tourism focus, there has also been engagement with other entities around encouraging more locals and visitors to utilise cycle trails rather than relying on the roading network.



## **Regional Events Fund – funding provided to 15 key regional events for three years**

The Ministry of Business, Innovation and Employment released a Regional Events Fund to be used over three years. TBOP was successful in securing \$865,000 via this funding and also secured a further \$200,000 by collaborating with the Tauranga Energy Consumer Trust (TECT).

Event organisers were asked to provide expressions of interest to access this funding support. TBOP coordinated a panel to assess each event submission and determine how the funding should be allocated. The panel comprised of representatives from Tourism Bay of Plenty, Tauranga City Council, Whakatāne District Council, Western Bay of Plenty District Council and TECT.

Events were assessed on key factors such as the likelihood of generating a significant increase in visitation and spend within the Coastal Bay of Plenty region, and their alignment with one or more of the region's Place DNA™ elements of Natural Environment, Ocean and Beaches, Māori Culture and Horticultural Provenance. Additionally, events were required to promote kaitiakitanga, regeneration and sustainability, and show a likely future legacy with year-on-year growth in visitor numbers.

A total of 15 events were successful in securing funding and were awarded multi-year/multi-event funding. These events were Polo in the Bay, Mount Festival of Multisport, NZ National Bridge Congress, Te Atea Indigenous Art and Tattoo Event, 2022 NZ SUP Nationals, Sun to Surf fun run, The West End Wiggle Surf Carnival, Wild Food Challenge & Festival, Flavours of Plenty food festival, X\* Air Games, The Tauranga Arts Festival, AIMS Games, Tauranga STEMFest, Classics at Ōhope, and the 2023 Paddle Boarding World Champs.



## Key Destination Marketing Highlights

### Domestic marketing campaign delivered - keeping our region top-of-mind with Kiwis

Given COVID-19 lockdowns during the latter part of the July – December 2021 period, when our key markets (Auckland and Waikato) were unable to travel, TBOP took a pragmatic approach to domestic marketing. This meant continual reviewing of the landscape and rescheduling domestic marketing to ensure appropriate timing.

To increase cut through in an increasingly competitive landscape, and to showcase our Ocean and Beaches DNA asset, we licensed a L.A.B music track and released new video content for our Sure To Make You Smile campaign.

We also devised a new campaign architecture to reflect the visitor decision journey (dream, plan, book) and built in subregional identities and tourism products. This was rolled out in a summer campaign across our display, Facebook and YouTube channels from 1 December 2021. This campaign is due to finish at the end of January 2022. Early results indicate good engagement results across all these activities, with 415k impressions delivered and 3,324 clicks through to the landing page.

### Maximising media coverage – Over \$4m of equivalent advertising value (EAV) achieved

#### Corporate PR

During the reporting period, TBOP commentary appeared in 75 articles across Sunlive, the NZ Herald, BOP Times and Rotorua Daily Post. These opportunities have allowed us to help shape the national conversation on topics such as COVID-19, major events, tourism industry recovery and cruise. The AVE (advertising value equivalent) for this publicity is \$4.03m. To view the dashboard for Corporate PR please click [here](#) and use the password “tbop”.

#### Travel stories

TBOP worked with travel journalists to promote the region in 12 national travel stories, gaining an AVE value of just under \$1 million (\$999,610). This content included our accessible tourism offerings, foodie spots, and a heritage story that shone a light on The Elms, Pukehinahina battle sites and Clarence Hotel.

### Keeping our community informed - highlighting tourism activities to locals

The continuation of a successful monthly e-communications programme resulted in an average open rate of 35% and 4,415 views of the locals’ pages on the [bayofplentynz.com](http://bayofplentynz.com) website. Established media partnerships with BOP Times, Stuff, Our Place magazine and Sun Media resulted in seven new tourism stories and multiple advertising features that highlighted local tourism operators, specifically targeted to the local market. Feedback from operators was positive, with three operators reporting that they received phone calls and bookings following publication of these stories.



## Delivering updated information – rich imagery, content and collateral for visitors

To support our i-SITE team to assist visitors and to promote major events and natural landmarks, we produced three new collateral pieces during the reporting period. This included:

- a detailed [BOP visitor map](#)
- a [major event guide](#)

We created 16 new stories that covered tourism experiences, foodie hot spots and regional gems. We also produced an entire hub on our website dedicated to the region's [accessible tourism offerings](#) and commissioned one story that has since appeared in [Stuff](#). We worked alongside Kieran Wall from TCC, Cindy Clare from Waihi Beach Info and John Sligo from Parafed BOP to produce this content.

## Increasing online profile - improving our regional website performance and reach

During the reporting period there were 235,774 page views on the bayofplentynz.com website. This is up 1% from the same period last year. The average time spent on each page increased by 23%. The most popular pages (after the home page) were Tauranga, Covid-19, Mount Maunganui, Mauao walking tracks, and locals (the No Place Like Home campaign).

Two-thirds (67%) of our total web traffic is organic. This is an increase of 32% or 91,095 more people who are finding our content when looking for travel ideas and inspiration compared with the same period last year.

This means people are either searching for us by name or by topics that interest them, suggesting that the effort we are putting into our content strategy and storytelling is paying off. This also demonstrates our strong domain authority and SEO results for Bay of Plenty search terms. We have also seen a 9% increase in e-newsletter sign-ups amongst these organic website visitors, allowing us to continue sharing messages about the Bay with them through our communications plans.

## Maintaining destination awareness - keeping our regional on the consideration list

It's important that we keep Te Moananui a Toi | the Coastal Bay of Plenty brand in the minds of international wholesalers and travel agents as preparation for when the New Zealand border will reopen to international markets. In the reporting period, we achieved this via the online training of more than 2,000 individuals, spanning product managers Tourism New Zealand offshore teams and travel agents (across Australia, South-East Asia, the United Kingdom and Germany). This training was done in conjunction with Tourism New Zealand. TBOP also participated in TRENZ Connect online – a new platform introduced by TIA (Tourism Industry Association) to allow destinations and operators to stay connected with international wholesalers around the world. Furthermore, we provided updates to more than 30 inbound tour operators.

As we look ahead to the highly anticipated phased opening of New Zealand's international border, we are continuing to work with Tourism New Zealand to ensure our region is included in international campaigns.



## Key Destination Management Highlights

### Supporting operators

We included operators in media stories and social media posts and provided training to enable operators to list and upload deals onto newzealand.com. This activity, alongside a more dynamic and inclusive *i*-SITE approach (see more below), has helped support operators' own marketing efforts.

### Visitor Information Centre operating in Mount Maunganui for the summer season

In collaboration with Tauranga City Council and Mount Mainstreet, TBOP opened a temporary Mount Maunganui *i*-SITE Visitor Information Centre ('the pod') in December at Te Papa o Ngā Manu Porotakataka for the busy summer season. To ensure the effective promotion of activities and things to do in the area, operators were offered free advertising and promotional opportunities, and many took advantage of this offer. A radio activation plan was executed to raise awareness of the Mount VIC and to engage the community. This included some exciting giveaways and promotions of operators. The *i*-SITE team also developed a social media plan to further promote tourism products and deals over the summer and beyond.

### Joint venture enabled between local hapū and national award-winning tourism operator

TBOP was instrumental in shaping a joint venture between Ngāti Hangarau and top Qualmark operator Kaitiaki Adventures. Once developed this product will showcase the spectacular Omanawa Falls, tell the story of the area, and allow visitors to experience local Māori culture. This experience will align closely with our region's Place DNA™ and will appeal to some of our key target markets. This is the first foray into tourism for this hapū and it promises the added benefit of further job opportunities and training with Kaitiaki Adventures.

### Enabling development of a programme to reduce carbon and waste footprints of the tourism industry

TBOP is rolling out a three-year programme (supported by Bay of Plenty Regional Council Toi Moana) to educate operators about low carbon circular economies and to provide practical recommendations for implementing measures to meet recommended guidelines. While COVID-19 and associated restrictions have delayed this programme's progress, it is set to kick off in the January - December 2022 period. Part of this project, that is currently underway, includes measuring the carbon footprint of tourism in the Coastal Bay of Plenty region and identifying key opportunities to decrease emissions. This is being done in conjunction with Rotorua Economic Development and Bay of Plenty Regional Council Toi Moana.



## Key Stakeholder Engagement and Collaboration Highlights

### Building greater connections with operators

TBOP has continued its efforts to build stronger relationships with operators and provide meaningful support throughout these challenging times. Our monthly Office Open Hour gatherings continue to be well attended. These provide an opportunity to engage in a more personal and informal chat with TBOP team members. During lockdown, and prior to the peak summer visitor season, TBOP checked in with operators via phone to gain an understanding of the COVID-19 policies and processes that were being implemented by each operator. This assisted *i*-SITE staff to accurately answer customer enquiries. Additionally, staff from both the TBOP office and the *i*-SITE Visitor Information Centre are making a more concerted effort to meet with operators more regularly.

### Seeking better understanding and reflections of the community

TBOP has an ongoing commitment to genuine partnerships with iwi and hapū that ensures we honour Māori principles and values. As a result of recent changes within TBOP, new members (primarily the General Manager and the Head of Destination Management) have been working on establishing new relationships with local iwi and hapū leaders.

To ensure continued wider community engagement and leadership, TBOP is establishing steering and industry groups to lead activity related to elements of our Place DNA™. The steering group related to Horticultural Provenance (referred to as Flavours of Plenty) is up and running and we are in the process of establishing the Ocean and Beaches steering group.

### Key Stakeholder Engagement and Collaboration

TBOP management and governance are actively building relationships with local council staff, councilors and commissioners. This is an area TBOP places significant importance and is a key aspect of the realigned structure of our organization and priority focus of the general manager.

TBOP is continuing to work collaboratively with the TCC events team. We attended 13 meetings with the TCC events team during July - December 2021 and were part of the City Events Strategic Plan working group. TBOP and TCC have been working together on major event destination messaging, b-roll videos, imagery and promotion, in particular for the Black Clash and the upcoming Women's Cricket World Cup. TBOP also produced a major events guide which is being distributed via the Visitor Point network across Aotearoa.

During July to December 2021, TBOP has also made a point of connecting with local economic development agencies (Priority One, Toi Kai Rawa and Bay of Connections) and has identified key opportunities for working together to achieve projects of mutual interest. It is in the alignment of strategy and objectives with our stakeholder Councils' (TCC and WBOPDC) along with other entities such as BOPRC, Priority 1, Toi EDA and DOC that will remain a key focus for the TBOP Leadership Advisory under the direction of chair Graeme Marshall.



## AREAS OF DELIVERY NOT MET OVER THE PERIOD

Of the 33 performance indicators, 26 are on track to be achieved by end of the financial year. Two indicators have been marked as 'not applicable' due to extenuating circumstances. (Given the cruise market has not yet returned, we are unable to monitor or report on visitor spending from this market. Similarly, the Auckland lockdown last year has delayed the Qualmark assessment of the i-SITE. This is now expected to take place in July or August 2022.)

The following are the areas where we are at risk of not achieving the desired level of performance by the end of the financial year, although we are putting measures in place to address these matters.

- COVID-19 restrictions and a change of TBOP leadership have resulted in slightly fewer stakeholder engagement hui than intended. That said, we are making significant progress in building relationships and will continue to do so over the next six months.
- Residents in Whakatāne and the Western Bay of Plenty are less satisfied with the impact of tourism on their communities than in previous years. We expect this is likely, at least partly, a result of the impact of COVID-19, but we will be undertaking research during January to June 2022 to understand what is causing this shift and how we can best respond.
- The proportions of Kiwi and Australian travellers who are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months have dropped marginally compared to the scores for the previous year (YE March 2021). The decrease in percentages (23% down to 20% for Kiwis, and 16% down to 13%) are within the margin of error for the results of the survey, meaning there may well have been no real change in the results. However, the ongoing COVID pandemic may be impacting these results and, if so, it may continue to affect further results in the short-term.



## WESTERN BAY OF PLENTY TOURISM AND VISITORS TRUST

### STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE SIX MONTHS ENDED 31 DECEMBER 2021

	2021 Actual	2021 Budget	2020 Actual
<b>REVENUE</b>			
Funding - Tauranga City Council	1,405,633	1,405,632	1,391,717
Funding - Western Bay of Plenty District Council	139,200	139,200	129,837
Funding - Whakatāne District Council	42,000	42,000	42,000
Retail sales	6,546	4,000	4,310
Finance revenue	2,588	1,150	1,566
Other revenue	1,227,749	1,667,427	718,725
<b>Total revenue</b>	<b>2,823,717</b>	<b>3,259,409</b>	<b>2,288,155</b>
<b>EXPENDITURE</b>			
Cost of sales	4,367	2,500	3,119
Operating & marketing	641,885	923,182	632,070
Administration & overhead	232,367	274,962	161,315
Finance costs	0	0	125
Employee benefit expenses	583,474	827,000	673,585
Trustee fees	37,500	43,500	27,875
Depreciation and loss on sale of assets	33,164	38,310	35,744
<b>Total expenditure</b>	<b>1,532,757</b>	<b>2,109,454</b>	<b>1,533,833</b>
<b>SURPLUS/(DEFICIT) before Tax</b>	<b>1,290,959</b>	<b>1,149,955</b>	<b>754,322</b>
<b>Taxation</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS/(DEFICIT) after tax</b>	<b>1,290,959</b>	<b>1,149,955</b>	<b>754,322</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>1,290,959</b>	<b>1,149,955</b>	<b>754,322</b>

### STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE SIX MONTHS ENDED 31 DECEMBER 2021

	2021 Actual	2020 Actual
Net assets/equity at start of the year	461,288	424,937
Total comprehensive revenue and expenses	1,290,959	754,322
<b>BALANCE AT 30 JUNE</b>	<b>1,752,247</b>	<b>1,179,259</b>





**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021**

	2021	2020
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,239,236	1,170,326
Investments	0	0
Debtors and prepayments	1,146,053	66,371
Inventories	10,720	16,115
<b>Total current assets</b>	<u>2,396,009</u>	<u>1,252,812</u>
<b>Non-current assets</b>		
Property, plant and equipment	186,903	214,823
Intangible assets	52,889	47,241
<b>Total non-current assets</b>	<u>239,792</u>	<u>262,064</u>
<b>TOTAL ASSETS</b>	<u>2,635,801</u>	<u>1,514,876</u>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Creditors and accrued expenses	194,764	149,779
Revenue received in advance	541,200	42,000
Employee benefit liabilities	147,590	143,349
Finance leases	0	489
<b>Total current liabilities</b>	<u>883,554</u>	<u>335,617</u>
<b>Non-current liabilities</b>		
Loans	0	0
Finance leases	0	0
<b>Total non-current liabilities</b>	<u>0</u>	<u>0</u>
<b>TOTAL LIABILITIES</b>	<u>883,554</u>	<u>335,617</u>
<b>TOTAL ASSETS LESS TOTAL LIABILITIES</b>	<u>1,752,247</u>	<u>1,179,259</u>
<b>EQUITY</b>		
Accumulated funds	1,752,247	1,179,259
<b>TOTAL EQUITY</b>	<u>1,752,247</u>	<u>1,179,259</u>



## Summary

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

The financial summary shows an overall surplus of \$1,290,959 compared to the budget of \$1,149,955 and is therefore favourable by \$141,004.

## Income

Income shows a total of \$2,823,717 compared to the budget of \$3,259,409 which reflects a decrease in total revenue of \$435,692. This is due to Stapp/TSRR funding of \$499,200 that was received in this financial year that will be spent in the next financial year. Total income is up on last year due to the one-off extra \$300,000 in TSSR funding received this year.

## Expenses

Expenses show a total of \$1,532,757 compared to the budget of \$2,109,454. This reflects a reduction in total expenses compared to the budget of \$576,697. Employee expenses show a reduction of \$243,526 compared to budget, due to vacant roles at the start of the year. Marketing costs also show a reduction of \$281,297 due to COVID-related delays in project costs, but we are expecting to spend this allocation in the second half of the financial year.

## Balance sheet

Equity is currently showing an increase for the six months as a balance of \$1,752,247. Our equity has remained approximately \$400,000 for the past four years, as at year end 30 June, and we expect it will be approximately \$400,000 in June 2022. 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, which is a similar pattern to previous years. The increase in debtors is due to late payment of funding invoices by the councils.

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 2.7) and equity ratio above .5 (Actual .7).

## Forecast to June 2022

We expect the results to June 2022 will be on budget, with a net breakeven position by the financial year end.



## SERVICE DELIVERY REPORT JULY – DECEMBER 2021

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

Status scale:

Exceeded	Completed	On track	Not started	At risk	Off track	N/A*
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\*Note: N/A is used where that activity is no longer applicable due to elements outside of TBOP's control. For example, the cruise market has not yet returned due to the ongoing pandemic, therefore we will not be reporting on cruise visitor spend.

## External Focus Areas

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	Six-month summary (July to December 2021)	Status	Source
Economic	Visitor spend	Measure trends in visitor spend in Te Moananui ā Toi   the Coastal Bay of Plenty.  Tourism data expert Shane Vuletich from FreshInfo deems it imprudent to forecast or set targets for future years at the moment (February 2021), due to the current levels of market uncertainty.	Total visitor spend	In the YE May 2021, total visitor spend in the region was up 18% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	For the period July - December 2021, total visitor spend was down 3% compared to the same period in 2020.	On track	Marketview Tourism Dashboard
			Domestic visitor spend	In the YE May 2021, domestic visitor spend in the region was up 27% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years.	For the period July - December 2021, total visitor spend was down 4% compared to the same period in 2020.	On track	Marketview Tourism Dashboard
			International visitor spend	In the YE May 2021, international visitor spend in the region was down 51% compared to YE May 2020.	Monitor and report on changes in visitor spend and use the information to set new goals for future years, dependent on market conditions.	For the period July - December 2021, total visitor spend was up 19% compared to the same period in 2020.	On track	Marketview Tourism Dashboard
			Cruise visitor spend	No baseline result, as there was no 2020-21 cruise season due to travel restrictions associated with COVID-19.	If the cruise market returns in 2021-2022, monitor and report on changes in visitor spend and use the information to set new goals for future years.	No update available. The cruise sector is still unable to operate owing to the pandemic and its associated restrictions.	N/A	MBIE Tourism Satellite Account
	Visitor numbers	Monitor trends in the number of visitors to Te Moananui ā Toi   the Coastal Bay of Plenty.	Te Moananui ā Toi   the Coastal Bay of Plenty	Monitoring average number of visitors each day per month and reporting to stakeholders.	Monitor and report on visitor numbers across the year.	TBOP is tracking visitor numbers and uses daily averages to construct monthly averages. This information is then shared with key stakeholders.	On track	Data Ventures Tourism NZ Tool
	Employment	Measure the number of jobs provided by the tourism industry. (Includes accommodation, food and beverage services, tourism activities, travel and tour services, and transport services.)	Total number of filled jobs in select tourism industries.	Tourism provides 7,440 jobs in the Coastal Bay of Plenty (April 2021).	Monitor and report on the number of jobs the tourism industry provides and use the information to set new goals for future years.	Tourism provided an average of 7,850 jobs in the Coastal Bay of Plenty each month through July - December 2021.	On track	Inland Revenue's Employer Monthly Schedule (EMS) and payday filing
Environmental	Environmental impact	Measuring the impact (both positive and negative) of tourism on the environment.	Te Moananui ā Toi   the Coastal Bay of Plenty	Started to assess the impact of tourism across the region via ECO-destination certification (50% complete) and in conjunction with stakeholders.	Determine a framework for measuring the impact of tourism and regenerative tourism on the environment and begin monitoring.	TBOP is measuring the carbon footprint of tourism in the region as part of a joint project with Bay of Plenty Regional Council Toi Moana and Rotorua Economic Development.	On track	Report to be developed based on framework

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	Six-month summary (July to December 2021)	Status	Source
Cultural	Reach of engagement with iwi and hapū	Monitor the number of iwi and hapū with whom TBOP engages.	Te Moananui ā Toi   the Coastal Bay of Plenty	Relationships with 10 iwi and 11 hapū.	Two new relationships developed with iwi and hapū per year.	The new General Manager and the Head of Destination Management are stepping into this space and are prioritising strengthening existing relationships before reaching out to other local iwi and hapū.	On track	Simpleview CRM system
	Quality of engagement with iwi and hapū	Monitor the strength of TBOP's relationships with iwi and hapū.	TBOP	Internal assessment of quality of relationships: <ul style="list-style-type: none"> <li>48% are classified as 'strong'</li> <li>24% are classified as 'moderate'</li> <li>29% are classified as 'weak'</li> </ul>	Develop a 360° review to establish a new baseline.	Enabling new TBOP staff to establish and strengthen existing relationships with iwi and hapū has been a priority during the July to December 2021 period. A re-assessment will be conducted in May 2022.	On track	360° review
Social	Social licence	Measure resident's 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.	Tauranga City residents	The score for the year to date (2020-21) is 66% agree (representing scores of 7 to 10).	Maintain or improve perceptions of tourism's impact on the community.	The score for the July - December 2021 period is 68% agree (representing scores of 7 to 10).	On track	Tauranga City Council residents' satisfaction survey results
			Western Bay of Plenty District residents	The score for the year ending June 2021 is 72% agree (representing scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.	The score for the year ending December 2021 is 62% agree (representing scores of 6 to 10). This is a decline of 10% compared the June 2021 result. We expect this is likely, at least partly, a result of the impact of COVID-19, but will be undertaking research during January to June 2022 to understand what is causing this shift and how we can best respond to improve perceptions.	At risk	Western Bay of Plenty residents' satisfaction survey results
			Whakatāne District residents	The score for the year ending June 2020 is 79% agree (representing scores of 6 to 10).	Maintain or improve perceptions of tourism's impact on the community.	The score for the year ending December 2021 is 69% agree (representing scores of 6 to 10). This is a decline of 10% compared the June 2020 result. We expect this is likely, at least partly, a result of the impact of COVID-19, but will be undertaking research during January to June 2022 to understand what is causing this shift and how we can best respond to improve perceptions.	At risk	Whakatāne District Council residents' satisfaction survey results
	Operator social licence	Measure industry operators' satisfaction with Tourism Bay of Plenty's activities.	Operators	No current baseline data is available. First survey to be undertaken in 2021-2022.	Maintain or improve operators' satisfaction with TBOP's activities.	Survey is scheduled to occur between February and May 2022.	On track	TBOP operator satisfaction survey
	Stakeholder engagement	Monitor stakeholder engagement volume.	Stakeholders	Averaged 120 engagements with key stakeholders per two-month period from July - December 2020.	Achieve an average of 70 engagements with key stakeholders per two-month period.	The current General Manager, Head of Destination Marketing, Head of Destination Management, and Head of Strategy & Insights achieved an average of 45 engagements with key stakeholders in the July - December 2021 period. Staff turnover and new appointments contributed to a lower number of engagements than intended. That said, we are making significant progress in building relationships and will continue to do so over the next six months.	At risk	Simpleview CRM system

Focus Area	Performance Area	Performance Measure	Breakdown	Baseline	2021-2022 Goal (June 2022)	Six-month summary (July to December 2021)	Status	Source
	Leadership Advisory Group	Hold Leadership Advisory Group meetings.		One meeting in the 2020-21 FY.	Hold three Leadership Advisory Group meetings.	Two meetings were held in July - December 2021. One of these was focused on Flavours of Plenty, to get feedback from group members regarding potential opportunities for collaboration or support.	On track	Simpleview CRM system
Visitor experience	Visitor satisfaction	Measure visitor satisfaction with their visit to Te Moananui ā Toi   the Coastal Bay of Plenty.	Total visitor satisfaction	86% of visitors are satisfied with their last visit to the region (May to April 2021). Sample: n=214 Error margin: +/-7%	Maintain or improve visitors' satisfaction with their visit.	Most (86%) of visitors are satisfied with their last visit to the region (March to August 2021). Sample size: n=418 Error margin: +/-5%	On track	Visitor satisfaction survey
	Potential visitor perceptions	Measure perceptions of Te Moananui ā Toi   the Coastal Bay of Plenty among the New Zealand and Australia markets.	New Zealand market	23% of adult New Zealand travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE March 2021).	Maintain or improve propensity to visit score.	20% of adult New Zealand travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE December 2021). While this result represents a decline of 3% compared to the last reported result (YE March 2021), the change is within the margin of error for the results and there is actually no real change in the results. That said, COVID-19 and its impact on propensity to travel may be having an impact here. TBOP's domestic marketing campaigns are aimed at enhancing perceptions of the area to help improve these scores.	At risk	Market Perceptions research report by Angus & Associates
			Australia market	16% of adult Australian travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE March 2021).	Maintain or improve propensity to visit score.	13% of adult Australian travellers are somewhat informed about the region, consider the region to be highly appealing, and will probably or definitely visit in the next 12 months (YE December 2021). While this result represents a decline of 3% compared to the last reported result (YE March 2021), the change is within the margin of error for the results and there is actually no real change in the results. That said, continued international border closures may be impacting perceptions and we hope to see increased likelihood to visit when Trans-Tasman travel is once again an option.	At risk	Market Perceptions research report by Angus & Associates
	<i>i</i> -SITE user experience	Measure <i>i</i> -SITE users' perceptions of their experience.	Tauranga <i>i</i> -SITE	Six responses to <i>i</i> -SITE users' perceptions survey.	Monitor Net Promoter Score™ and set benchmarks for future years.	We have received seven responses to the <i>i</i> -SITE users' perceptions survey and identified a plan to increase response rates over the latter half of the 2021-2022 financial year.	On track	Customer Radar feedback dashboard

## Internal Focus Area

Focus Area	Performance Area	Performance Measure	Baseline	2021-2022 Goal (June 2022)	Six-month summary (July to December 2021)	Status	Source
TBOP team	Employee engagement	Measure organisational culture and staff well-being.	Employee Engagement score: 76% (April 2021)	Maintain or improve Employee Engagement Score.	Implementing a new HR system, Employment Hero. Will conduct employee engagement assessments through this system once up and running.	On track	TBOP Employee Engagement Survey
	Living wage	Payment of the living wage (as a minimum) to all permanent employees.	All employees are being paid a minimum of the living wage.	Payment of the living wage (as a minimum) to all permanent employees.	Payment of the living wage is paid to all permanent employees.	On track	Financial records
Regulations	Health and Safety	Measure health and safety capability of Tourism Bay of Plenty.	Safe365 Index of 79% across the ten modules.	Safe365 Index of 80% across the ten modules.	Safe365 index of 76% across the ten modules and working on areas that need attention.	On track	Safe365 assessment
	i-SITE Qualmark status	Monitor the Qualmark status of Tauranga i-SITE.	Achieved Qualmark Sustainable Tourism Business Award with score of 85.	Maintain or improve the Qualmark Sustainable Tourism Business Award score.	Yet to be re-assessed since baseline score. This is due to lockdowns and Aucklanders being immobilised. Next assessment is due in July or August 2022.	N/A	Qualmark
Sustainability	Carbon footprint	Measure TBOP's carbon output.	Measured carbon footprint and identified opportunities for reduction.	Reduce carbon footprint across the organisation by 10% and offset or inset the rest.	Total TBOP carbon emissions in 2018/19 and 2020/21 were 24.2 tonnes and 10.2 tonnes respectively. Currently considering options to offset or inset the remainder.	On track	Carbon footprint calculator
	Waste management	Monitor TBOP's waste management.	TBOP has a worm farm and recycling bins.	Reduce waste to landfill by 10%.	Resource Wise programme audit took place in August 2021, which calculated baseline waste and recycling levels. This showed 91% diversion of total waste from landfill, earning TBOP Platinum status. Workstation rubbish bins have been removed and new recycling-waste stations system implemented to support our goal of reducing the landfill component by an extra 10% by June 2022.	On track	Resource Wise Business through Tauranga City Council

Focus Area	Performance Area	Performance Measure	Baseline	2021-2022 Goal (June 2022)	Six-month summary (July to December 2021)	Status	Source
Governance and finance	Governance	Statutory reporting requirements.	Met statutory reporting requirements for the 2020-2021 financial year.	Meet statutory reporting requirements.	On track to meet requirements for the 2021-2022 financial year.	On track	Audit
	Finance	Manage P&L budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Achieved	Variance of profit to budget for year within 5% of total revenue.	Net result is ahead of budget to December and on track to be on budget at year end.	On track	TBOP Six Month and Annual Reports
		Code of Conduct compliance.	Achieved	Code of Conduct compliance.	On track	On track	TBOP Six Month and Annual Reports
		Compliance and regulatory obligations met.	Achieved	Compliance and regulatory obligations met.	The Annual Report 2020-2021 has not yet been audited due to Audit NZ staffing issues.	On track	Council's feedback
		Enterprise Risk Management Policy adherence.	Achieved	Enterprise Risk Management Policy adherence.	On track	On track	Board confirmation
		Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Achieved	No surprises principle maintained.	On track	On track	Council's feedback
		Manage Strategic Tourism Assets Protection Programme (STAPP) and Tourism Support Recovery and Re-Set (TSRR) funding.	Achieved	Manage STAPP and TSRR funding to MBIE and TBOP Board expectations.	On track	On track	TBOP Six Month and Annual Reports
		Manage Regional Events Fund funding.	Achieved	Manage Regional Events Fund funding to MBIE and TBOP Board expectations.	On track	On track	TBOP Six Month and Annual Reports