



Section 5 Policies, Summaries and Statements

Tauākī mō Ngā Tōpūtanga a Kaunihera

Statement on Council-Controlled Organisations

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

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

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

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

The Statement of Intent specifies:

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

The Statement of Intent is a public document that can be supplied on request. The tables overleaf provide the information stated above:





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

Council-Controlled Organisation	Purpose
<p>New Zealand Local Government Funding Agency Limited, known as the 'LGFA'.</p> <p>The principal shareholder councils of the LGFA are made up of 31 local and regional authorities including:</p> <ul style="list-style-type: none"> • Auckland Council • Bay of Plenty Regional Council • Christchurch City Council • Gisborne District Council • Hamilton City Council • Hastings District Council • Taupo District Council • Tauranga City Council • Wellington City Council • Wellington Regional Council • Western Bay of Plenty District Council • Whangarei District Council, and • His Majesty The King acting by and through the Minister of Local Government and the Minister of Finance. 	<p>The LGFA is a partnership between Participating Local Authorities and the Government which enables Councils to secure funding at lower interest margins and to make longer-term borrowings. The LGFA raises debt on behalf of local authorities through domestic and offshore sources, at a rate that is more favourable than that which would be secured if the council was to raise debt directly.</p> <p>Primary Objective</p> <p>The LGFA will operate with the primary objective of optimising the debt funding terms and conditions for participating Local Authorities.</p> <p>Among other things this includes:</p> <ul style="list-style-type: none"> • Providing savings in annual interest costs for all Participating Local Authorities on a relative basis to other sources of funding. • Offering more flexible lending terms to Participating Local Authorities. <p>Additional Objectives</p> <p>The LGFA has a number of additional objectives which complement the primary objective. These objectives are to:</p> <ul style="list-style-type: none"> • The Shareholders agree that the Company shall carry on its business with a view to making a profit sufficient to pay a dividend in accordance with the Dividend Policy • Exhibit a sense of social and environmental responsibility by having regard to the interests of the community which it operates and by endeavoring to accommodate or encourage these when able to do so. • Be a good employer and conduct its affairs in accordance with sound business practice. Ensure compliance with the Health and Safety at Work Act 2015. • Ensure its products and services are delivered at a cost that does not exceed the forecast for issuance and operating expenses. • Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency. • Achieve the financial forecasts (excluding the impact of AIL) set out in its Statement of Intent.



Council-Controlled Organisation	Purpose
<p>New Zealand Local Government Funding Agency Limited, known as the 'LGFA'</p>	<p>The LGFA has the following performance targets:</p> <p>LGFA's net interest income for the period to:</p> <ul style="list-style-type: none"> • 30 June 2025 will be greater than \$28.3 million. • 30 June 2026 will be greater than \$28.3 million. • 30 June 2027 will be greater than \$27.0 million. <p>LGFA's annual issuance and operating expenses (excluding AIL) for the period to:</p> <ul style="list-style-type: none"> • 30 June 2025 will be less than \$10.4 million. • 30 June 2026 will be less than \$10.8 million. • 30 June 2027 will be less than \$11.2 million. <p>Total lending to participating Borrowers at:</p> <ul style="list-style-type: none"> • 30 June 2021 will be at least \$22,086 million. • 30 June 2022 will be at least \$24,456 million. • 30 June 2023 will be at least \$26,053 million. <ul style="list-style-type: none"> • LGFA will conduct an annual survey of Participating Borrowers who borrow from LGFA and achieve at least an 85% satisfaction score as to the value added by LGFA to the borrowing activities. • Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements. • Achieve 80% market share of all council borrowing in New Zealand. • Review each Participating Borrower's financial position, its headroom under LGFA policies and arrange to meet each Participating Borrower at least annually. • No breaches of Treasury Policy, any regulatory or legislative requirements including the Health and Safety at Work Act 2015. • Successfully refinance all existing loans to councils and LGFA bond maturities as they fall due.



Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'

Council-Controlled Organisation	Purpose
<p>Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'.</p> <p>The nine shareholding councils of BOPLASS are:</p> <ul style="list-style-type: none"> • Bay of Plenty Regional Council • Gisborne District Council • Kawerau District Council • Opotiki District Council • Rotorua District Council • Taupo District Council • Tauranga City Council • Western Bay of Plenty District Council • Whakatane District Council 	<p>BOPLASS is a company owned by nine councils in the Bay of Plenty/Gisborne regions, which investigates, develops and delivers shared SERVICES, and undertakes joint procurement where this is appropriate.</p> <p>Primary Objective</p> <p>Working together to provide benefits to councils and their stakeholders through improved levels of service, reduced costs, improved efficiency and / or increased value through innovation.</p> <p>Performance targets and measures from Statement of Intent 2024/27</p> <p>Over the next three years, the targets are to:</p> <ul style="list-style-type: none"> • Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils. Measure: Contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable. • Investigate new joint procurement initiatives for goods and services for BOPLASS councils. Measure: A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/ or improved service levels to the participating councils • Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties. Measure: Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually. • Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration. Measure: Increase usage of the Collaboration Portal by providing support and training material for new and existing users. Proactively market the benefits to councils. Number of active users to increase by 5% per year. • Communicate with each shareholding council at appropriate levels. Measure: Information provided to elected members, and feedback sought, on BOPLASS projects, benefits to local communities, and value added to each council. • Ensure current funding model is appropriate. Measure: Performance against budgets reviewed quarterly. Company remains financially viable.



Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP)

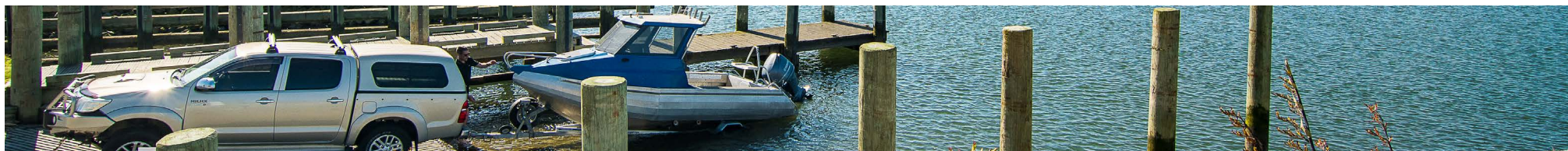
Council-Controlled Organisation	Purpose		
<p>Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP).</p> <p>This is a joint council-controlled Organisation of Western Bay of Plenty District Council and Tauranga City Council.</p>	<p>Tourism Bay of Plenty purpose is to promote the economic welfare and development of the western bay region and its citizens through destination marketing, destination management, and other related activities which impact on the region as a visitor destination. TBOP is also responsible for providing visitor information services in the region.</p>		
	<p>Additional Objectives</p>		
	<p>TBOP takes the lead role in the sustainable growth of the visitor economy and destination management of Te Moananui ā Toi the Coastal Bay of Plenty. TBOP’s purpose is ‘to lead the prosperity of our people and place through tourism’. As such, our principal objectives are to:</p> <ol style="list-style-type: none"> 1. Help manage and promote the reputation of Tauranga and the wider coastal region nationally and internationally, to increase awareness and appeal. 2. Create, identify, and support opportunities for tourism to have positive economic, social, cultural, and environmental outcomes for the region and residents. 3. Share positive visitor sector stories to engage communities and to demonstrate the value of tourism to local residents (i.e., maintaining social license). 4. Provide leadership, advocacy, and engagement across the visitor economy, in areas such as events, cruise, conferencing, destination management, destination marketing, and storytelling. 5. Participate in conversations with both councils and in their subsequent workstreams, in relation to the development of their strategic directions. This includes contributing to Long-Term Plan conversations, the Te Manawataki o Te Papa project, and other similar large-scale council projects or reviews. 6. Ensure the TBOP business continuity plan is up to date and that it includes contingency strategies, being mindful of relevant health and safety legislation whenever we’re providing services to support the wellbeing of our communities. 		
	<p>Performance targets and measures from Statement of Intent 2024-2026</p>		
	<p>Target by June 2024</p>	<p>Target by June 2025</p>	<p>Target by June 2026</p>
<p>Economic Wellbeing: Grow the value of tourism to the Western Bay economy.</p>	<p>Increased visitor spend in the Western Bay compared to YE June 2023.</p>	<p>Increased visitor spend in the Western Bay compare to YE June 2024.</p>	<p>Increased visitor spend in the Western Bay compare to YE June 2025.</p>



Council-Controlled Organisation	Performance targets and measures from Statement of Intent 2024-2026			
Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP). (Continued)		Target by June 2024	Target by June 2025	Target by June 2026
	Social Wellbeing: Enhance the value of tourism to our community (according to the community) via a residents satisfaction survey. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.	Western Bay of Plenty District Residents: 72%	Western Bay of Plenty District Residents: 72%	Western Bay of Plenty District Residents: 72%
	Cultural Wellbeing: Improving the cultural wellbeing of the community through tourism.	Incorporated Tauranga cultural history and stories into digital storytelling wayfinding platforms managed by TBOP.	Incorporated Western Bay of Plenty District cultural history and stories into digital storytelling and wayfinding platforms managed by TBOP.	Supported a minimum of 3 Māori tourism operators to connect their experience offering to a digital platform.
	Environmental Wellbeing: Improving the environmental wellbeing of the region via environmental sustainability and regeneration projects.	A total of 100 visitor sector organisations in the western bay have implemented sustainability initiatives and improved their sustainability literacy after completing The Green Room programme.	Key opportunities identified to support climate change mitigation and adaptation projects relating to tourism (connecting with the Tauranga Climate Change Action and Investment Plan, where relevant).	Key actions and programmes are in place which build on climate change mitigation and adaptation progress relating to tourism (connecting with the Tauranga Climate Change AIP, where relevant).
	TBOP Organisational Wellbeing: Enhance TBOP's ability to achieve its goals through high staff engagement.	Employee Engagement score of ≥80%.	Employee Engagement score of ≥80%.	Employee Engagement score of ≥80%.

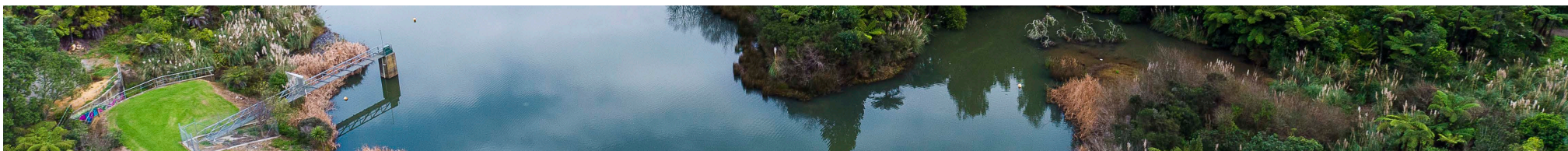


Council-Controlled Organisation	Performance targets and measures from Statement of Intent 2024-2026		
<p>Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP).</p> <p>(Continued)</p>	<p>Destination Management and Marketing</p>	<p>Elevate the region’s cycling proposition.</p>	<p>Develop, update, and promote informative material on cycle trail options in the western bay.</p>
		<p>Build operator capability to enhance the quality of the region’s tourism offering.</p>	<p>Provide opportunities for western bay operators to train or upskill in sales, marketing and trade capability areas while also gaining, retaining, or achieving higher Qualmark rated certification.</p>
		<p>Coordinate activity that attracts key business events to the western bay region.</p>	<p>Facilitate leads and bids for business events in the region.</p>
		<p>Elevate the region’s food story and proposition.</p>	<p>Promote and support the delivery of the Flavours of Plenty Festival to draw visitors to the Coastal Bay of Plenty region.</p>
		<p>Promotion of the western bay region to key target markets (cultural explorers, surf & beach lovers, outdoor adventurers, and eco-travellers).</p>	<p>Annual development and delivery of marketing campaigns that incorporate our key DNA™ pillars that reach and convert the travel intentions of our target markets to visit, stay and spend in the region.</p>



CoLAB Limited

Council-Controlled Organisation	Purpose			
<p>CoLAB Limited</p> <p>CoLAB Limited is a non-profit owned by 12 Councils.</p> <p>Shareholding Councils</p> <ul style="list-style-type: none"> • Hamilton City Council • Hauraki District Council • Matamata-Piako District Council • Otorohanga District Council • Rotorua Lakes Council • South Waikato District Council • Thames-Coromandel District Council • Waikato District Council • Waikato Regional Council • Waipa District Council • Waitomo District Council • Western Bay District Council <p>Other Councils</p> <ul style="list-style-type: none"> • Taupo District Council 	<p>CoLAB exists to help its Councils maximise community wellbeing by identifying and realising shared opportunities through collaboration</p>	<p>Primary Objective</p>		
	<p>CoLAB provides its Council's with the ability to participate in the strategic planning and direction of shared services offerings. This ensures opportunity benefits are realised and provide services that meet the needs of Councils and foster cross-council collaboration.</p>			
	<p>Performance targets and measures from Statement of Intent 2024-2027</p>			
	<p>Strategic Goal</p>	<p>3 Year Objective</p>	<p>Annual KPI</p>	
	<p>Shareholding councils understand we provide them value.</p>	<p>The value CoLAB provide its shareholders has improved by 15% by 30 June 2027 * (baseline y/e 30 June 23).</p> <ul style="list-style-type: none"> • By 30 June 2027, 80% of shareholders agree they get value from CoLAB. • All shareholders take up at least one additional shared service. <p><i>*Based on the regional benefits of collaboration (not an individual councils' benefits from collaboration).</i></p>	<ul style="list-style-type: none"> • Year-on-year increase in the value CoLAB provides to its councils. • 80%+ of council survey respondents believe those CoLAB services they received meet or exceed their expectations evidenced by an annual survey). • Year-on-year increase in the utilisation of services CoLAB provide to councils. 	



Council-Controlled Organisation	Performance targets and measures from Statement of Intent 2024-2027		
CoLAB Limited (Continued)	Strategic Goal	3 Year Objective	Annual KPI
	Deliver value by growing the scale of CoLAB's shared service function.	Expand the utilisation of CoLABs shared services by a minimum of 24 customers, by June 2027 (baseline y/e 30 June 23).	<ul style="list-style-type: none"> Year-on-year increase in the utilisation of services CoLAB provide to its councils. Year on Year increase in the number of services available to councils.
Diverse, talented and motivated people work for CoLAB.	<ul style="list-style-type: none"> Staff engagement increases by 5% by 30 June 2027. Staff turnover is less than 15%. CoLAB's vacancies are filled by suitable candidates within 3 months. (All baselined y/e 30 June 23).	<ul style="list-style-type: none"> Year-on-year increase in staff engagement. Staff turnover is less than 15%. Vacancies are filled by suitable candidates within 3 months. 	