



ANNUAL REPORT

TO 30 JUNE 2020

TĀPOI TE MOANANUI Ā TOI | TOURISM BAY OF PLENTY

(WESTERN BAY OF PLENTY TOURISM & VISITORS TRUST)



CHAIRPERSON'S REPORT

Kia ora koutou katoa

I am pleased to present the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty Annual Report 2019-2020. I am delighted to have been appointed Chair to the Board of Tāpoi Te Moananui ā Toi and applaud the leadership and team of Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty in their recent development of the Destination Management Plan. It is more relevant than ever as we look to restart tourism in this challenging environment.

The first six months of 2019 concluded with the tragic eruption of Whakaari/White Island on 9 December. In the hours, days and weeks following this tragedy, the team at Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty rallied together and were integrally involved in the response efforts. Our priorities shifted to ensure those manuhiri (visitors) most closely affected received the care and support required. Some of this work continued in the months following, with the team helping with communications, impact analysis, and ongoing support. The eruption of Whakaari/White Island has impacted our rohe (region) and the wider tourism industry significantly. I would like to express my deepest sympathies to the victims and the families involved in this tragedy.

Soon after the eruption, COVID-19 was declared a global pandemic and tourism worldwide is being impacted on an unprecedented scale. The Aotearoa New Zealand Government's swift action to mitigate the risk of the spread of the virus by placing the country into lockdown saw the tourism industry grind to a halt. The timing of this so soon after the Whakaari/White Island eruption has brought additional challenges and impacted our ability to undertake usual business activities. We have been operating in crisis management mode since 9 December 2019.

Prior to the COVID-19 pandemic, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty invited Conscious Travel founder and internationally recognised regenerative tourism thought-leader, Anna Pollock, to Te Moananui ā Toi | the Coastal Bay of Plenty to support us in launching our three-year strategy, Te Hā Tāpoi | The Love of Tourism 2019-2022. While here, Anna led several events with stakeholders, industry, and community to help our region better understand the concepts of conscious travel and regenerative tourism. Due to border closures, Anna's stay was extended, and she was able to play a significant role in guiding our industry through some of the challenges of the pandemic. As a result, Anna has been appointed to the central government Aotearoa New Zealand Tourism Futures Taskforce and Kristin is supporting this work on the Taskforce Advisory Group.

Te Moananui ā Toi | The Coastal Bay of Plenty was in a strong position prior to the pandemic, experiencing 8% growth of the region's visitor economy in the year ending January 2020. This was comprised of 6% growth of the domestic market and 16% growth of the international market. This growth, coupled with our strong domestic market (typically accounting for around 80% of total visitor spend), has meant that the impact of the COVID-19 pandemic travel restrictions has been less significant here compared to some other New Zealand tourism hotspots. Visitor spend in our sub-region reached \$1,017m in the year ending June 2020, down 7% on last year. In comparison, visitor spend nationally dropped 12% over the same period. Domestic visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty decreased 8% in the year ending June 2020 and international visitor spend dropped by 6%.



Crucial to the success of Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty is our collaboration with our stakeholders including Tangata Whenua and our funding partners: Tauranga City Council, Western Bay of Plenty District Council and Whakatāne District Council. I would like to extend sincere thanks to our funding partners and our additional key partners this year: Tauranga Airport, Air New Zealand, Tourism New Zealand, our neighbouring tourism partners and, most importantly, our industry operators who are the storytellers of our region.

This year we say farewell to Peter Moran from the Board, and we thank Peter for his significant contribution both as a Trustee and Chair of the Audit & Risk Committee. We also welcomed three new Trustees and are delighted to have Oscar Nathan, Clare Swallow and Russ Browne join the Board. They all bring vast experience and connections across the region and tourism industry.

I would like to thank my trustee colleagues for their strong governance, our Chief Executive Kristin Dunne for her outstanding leadership, and the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty team for their phenomenal contribution and commitment in such unprecedented times. Ngā mihi mahana kia koutou katoa.

*Manaaki Whenua, Manaaki Tāngata, Haere whakamua.
The most important things are place, people, and progress.*

Laurissa Cooney
Chairperson
Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty
30 June 2020

CHIEF EXECUTIVE'S REPORT

I echo the sentiments in the Chairperson's Report and acknowledge that the significant events of 2019-2020 have had, and will continue to have, an effect on the operations and outcomes of Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty. Our Destination Management strategy, Te Hā Tāpoi | The Love of Tourism 2019-2022, which was officially launched in March 2020, is even more valid in the wake of these disasters and will be our recovery plan as we tentatively move forward again.

In the first six-month period of the 2019-2020 financial year, Te Moananui ā Toi | the Coastal Bay of Plenty was the second highest performing region in terms of growth, with results over twice the national average. International visitor spend was particularly strong with growth of 21% for the first six-month period. Our concern at that time was to ensure we manage the impacts of over-tourism on our community.

Today, the issue could not be more vastly different, as we now work to support the visitor economy with the severe impacts of under-tourism. In the wake of the Whakaari/White Island eruption and the COVID-19 pandemic, it has become even more important to support our industry.

The limited potential travel market and the effects of COVID-19 on tourism will continue to have an impact on our organisation's activities for the next few years. As a result, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's immediate focus is on the domestic and local markets. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's marketing campaigns and operations are, and will continue to be, directed to these markets while also maintaining a presence in the international market to maintain awareness.

There are numerous achievements in this Annual Report 2019-2020, but I would like to particularly highlight the following:

- To support our industry and community, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty officially opened the new Tauranga *i*-SITE on The Strand in November 2019 and launched the new www.bayofplentynz.com website in March 2020 Both align closely to the destination's Place DNA™ themes and provide inspiration for visitors.
- In May 2020, the 'No Place Like Home' campaign was re-launched. This campaign encourages locals to explore Te Moananui ā Toi | the Coastal Bay of Plenty and share their love of this place with their visiting friends and family. The campaign was the runner-up for a marketing award and received an additional \$15,000 media advertising as a result. The 'No Place Like Home' campaign will continue throughout 2020-2021.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty worked extensively with local and national media throughout 2019-2020 to advocate on behalf of the region's tourism industry and manuhiri. Over \$12m in Equivalent Advertising (EVA) was generated particularly through partnerships with Tourism New Zealand and Air New Zealand.
- I am proud of the organisation's management of three major media crises: Princes Cruises' "pantomime pōwhiri", the eruption of Whakaari/White Island, and the COVID-19 global pandemic. Significant industry communications were delivered throughout the year and amplified during each crisis to keep the industry informed and offer support.
- Whakaari/White Island was the region's international 'hero' experience and we have focussed on building resilience with supporting experiences. Additionally, with COVID-19 meaning

there are minimal international visitors, there is a clear opportunity for existing operators to solidify their focus on the domestic market. This downturn in activity also presents an opportunity for operators to upskill, and further develop their businesses for when tourism restarts. In response, we are increasing our resources for new product development, investment attraction and capability development.

- This includes identifying and assisting in the development of indigenous cultural experiences. Our mahi in partnership with Iwi and Hapū has galvanised a roopū of cultural tourism storytellers, especially in the wake of the impacts of COVID-19. Te Moananui ā Toi | The Coastal Bay of Plenty is a site of significant cultural heritage with special stories to share. This roopū is working together to build a collective market presence in the region and share those stories with manuhiri. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty supports this roopū through upskilling workshops and product development throughout their business evolution.

Of the 65 measures used to track Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's progress, 53 were achieved. Due to the Whakaari/White Island eruption and the COVID-19 pandemic, five performance measures were not achieved, and a further seven measures were put on hold or changed to focus on the crises at hand. Visitor spend goals (total, domestic, international and cruise) were unable to be met due to the imposed travel restrictions. Total visitor spend was \$91m (7.1%) short of the June 2020 target. However, Te Moananui ā Toi | the Coastal Bay of Plenty has experienced less impact than the national average loss of 12.3% thus far, due to having less reliance on the international visitor market than some other key New Zealand destinations.

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty met budget by offsetting reductions in budgeted income with corresponding reductions in expenditure and with the assistance of the first round of the Aotearoa New Zealand government wage subsidy. The financial summary shows an overall positive result of \$2,108 compared to budget. As per the key performance indicators in our Statement of Intent 2019-2022, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty has maintained a working capital ratio of not less than 1 (Actual 1.3) and equity ratio above .5 (Actual .51).

This Annual Report 2019-2020 reflects the incredible mahi of a hard-working and talented team. I am enormously proud of the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty whānau and the results we achieve together. They have bravely faced two crises this year with absolute courage and commitment.

I wish to thank the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty team and Board, and the support we receive from our funders, partners and other stakeholders, and we look forward to a brighter 2020-2021.

Kristin Dunne
Tumuaki | Chief Executive
Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty
30 June 2020

MAJOR ACHIEVEMENTS

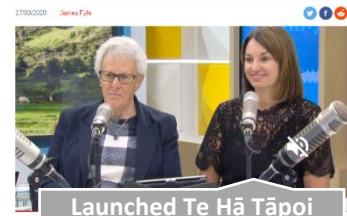


Officially opened new Tauranga i-SITE on The Strand



Approval of PGF funding for Te Tomokanga

rethink as industry struggles with economic fallout



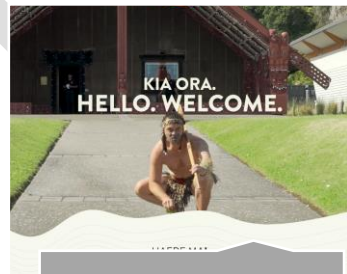
Launched Te Hā Tāpoi and gained nationwide media coverage



Joint venture with Air New Zealand



Launched Breakfast Business Connects (networking events)



New website launched

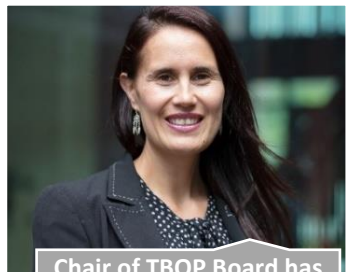


New No Place Like Home campaign won 2nd place in a marketing award

Go Local! Bubble tours: Connecting with Bay of Plenty wildlife in post-Covid-19 world



27 tourism stories on behalf of the tourism industry and local operators



Chair of TBOP Board has joined Air New Zealand board

IMPACT OF WHAKAARI/WHITE ISLAND ERUPTION & THE COVID-19 PANDEMIC

Te Moananui ā Toi | The Coastal Bay of Plenty experienced a turbulent second half of the 2019-2020 financial year. The tragic eruption of Whakaari/White Island on 9 December concluded the first six months of 2019. Following not long after, COVID-19 emerged and became a global pandemic causing major shutdowns of activity across the world. Both events have had, and continue to have, significant impacts on Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's activities.

Following the Whakaari/White Island tragedy, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty staff were integrally involved in the response efforts. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty was a liaison between emergency response organisations, local councils, central government, Ngāti Awa Group Holdings Ltd, Royal Caribbean, the New Zealand Cruise Association, tourism operators and industry organisations, and more.

During this period, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's business as usual was almost completely halted and our priorities shifted to ensuring those visitors and their families most closely affected received the care and support required. Some of this work continued for some time with the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty team helping with communications, impact analysis, and ongoing support.

The outbreak of the COVID-19 global pandemic caused many significant challenges for the tourism industry and for Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty. Travel restrictions imposed resulted in decreased visitation, impacting local tourism businesses and Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's role dramatically. Under Alert Levels Three and Four in New Zealand, travel around the country was severely restricted. At Alert Level Two, many tourism attractions and activities struggle to operate under the regulations. The first international border restrictions came into effect on 2 February 2020 and on 19 March 2020 the international borders were closed to almost all travellers. There is currently no plan to re-open these borders, with some suggestion it may take three to four years for international travel to return to pre-COVID-19 levels.

Five activities scheduled for the 2019-2020 financial year were not achieved due to the Whakaari/White Island eruption and COVID-19 pandemic impacting the tourism industry. Visitor spend goals (total, domestic, international and the cruise market) were unable to be met due to the two crises and global shutdown. Similarly, the goal for growth in the number of export-ready operators was not met as one of the products that was export-ready has been mothballed due to the pandemic.

A further seven actions were put on hold or changed due to the disruption these events had on Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's ability to operate as usual. These included:

1. The new website was successfully launched in March 2020 however the implementation of online sales and service capability has been delayed.
2. Visitor satisfaction surveying was to be implemented over the summer period. This will now be put on hold with a view to implementing it over the peak summer 2020-2021 season.
3. Visitor Information Services surveying was also to be implemented over the summer period. This will now be implemented in the first half of the 2020-2021 financial year.

4. Establishment of the passion groups was delayed, and the plan was reviewed considering the temporary loss of the international market.
5. Mapping regional infrastructure experiences to identify gaps was delayed. The project commenced in April 2020, with delivery expected in August 2020.
6. The formation of the Leadership Advisory Group was delayed, although there has been ongoing engagement with leaders and stakeholders. The engagement of the Chair is underway as of 30 June 2020.
7. Tourism forecasts have not been updated due to the uncertainty in the tourism sector caused by the COVID-19 pandemic.

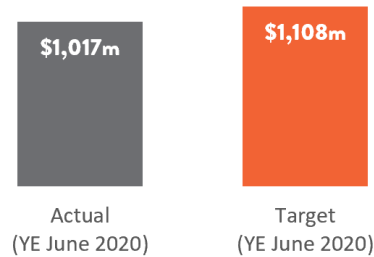
We strongly believe that our strategy, Te Hā Tāpoi | The Love of Tourism, is even more valid in the wake of these two significant events and that this strategy will act as our restart and recovery plan. Now, more than ever, we need to be committed to destination management, to this plan, and to the actions identified therein.

DRAFT

2019-2020 TOURISM LANDSCAPE

Overview of Te Moananui ā Toi | The Coastal Bay of Plenty Tourism Landscape

Visitor Spend



Perceptions



Cruise



Overnight Visitors

	Domestic Visitors	International Visitors
Number of overnight visitors	2,084k (YE June 2020)	187k (YE March 2020)
Change compared to previous year	↓7%	↓2%

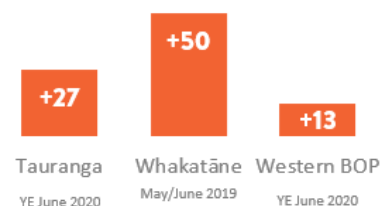
Industry Picture

Jobs		Contribution to GDP
6,441	Tauranga	6.6%
683	Western BOP	2.1%
1,011	Whakatāne	4.5%
229,566	New Zealand	5.4%

YE March 2019

Social Licence

Residents' likelihood to recommend their local area as a place to visit (Net Promoter Score™)





Visitor Economy

The COVID-19 pandemic has had a significant impact on the tourism industry overall, and on Te Moananui ā Toi | the Coastal Bay of Plenty's visitor economy. The visitor economy was experiencing a period of significant growth prior to the pandemic.

Visitor Spend year ending January 2020 (Pre-COVID-19)

- Total visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty grew 8.3% to \$1,121 million, higher than the June 2020 target of \$1,108 million. This level of growth exceeds that of the national visitor economy (3.6% growth over the same period).
- TBOP undertakes several activities to support growth of the domestic visitor economy in the region. These include campaigns, PR activity and social media. Domestic visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty grew 6.3% to \$870 million in the year ending January 2020. This level of growth is stronger than the targeted level of 3.7% and higher than the national average of 1.3%.
- TBOP also undertakes activities to support growth of the international visitor market, including promoting Te Moananui ā Toi | the Coastal Bay of Plenty's brand internationally via partnership marketing with Tourism New Zealand and eXplore Central North Island. In the year ending January 2020, international visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty grew by 16.0% to reach \$250 million. This level of growth exceeded the target of 5.3% growth for the year and was considerably stronger than the national growth rate of 7.0%.

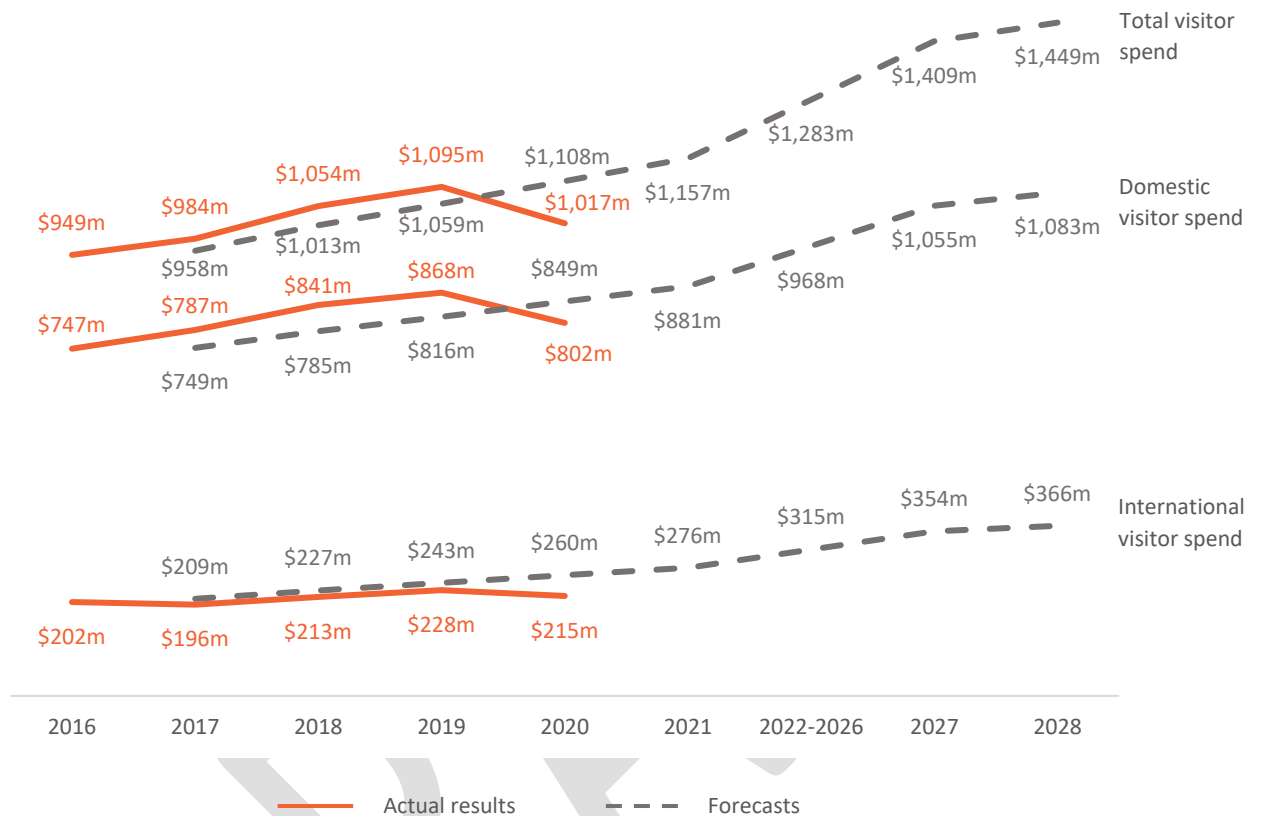
Travel restrictions and other control measures put in place due to the pandemic have resulted in decreased visitation and spend, meaning the visitor economy targets for the year have not been achieved.

Visitor Spend year ending June 2020 (Impact of COVID-19)

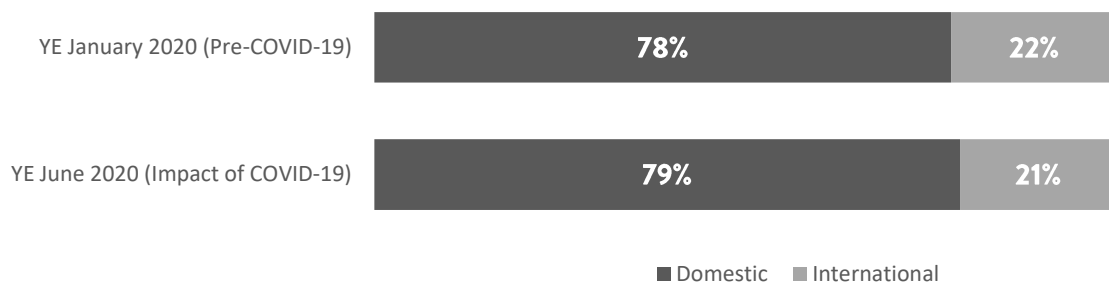
- Total visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty decreased 7.1% to \$1,017 million (\$91 million short of the June 2020 target of \$1,108 million). In comparison, total visitor spend in New Zealand decreased 12.3% in the same period. Te Moananui ā Toi | The Coastal Bay of Plenty has experienced less impact thus far than some other key New Zealand destinations due to having less reliance on the international visitor market.
- Domestic visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty decreased 7.5% to \$802 million in the year ending June 2020.
- International visitor spend in Te Moananui ā Toi | the Coastal Bay of Plenty decreased 5.6% to \$215 million in the year ending June 2020.

Source of all visitor spend figures: MBIE Monthly Regional Tourism Estimates

Annual Visitor Spend Actual and Targets (year ending June 2020)

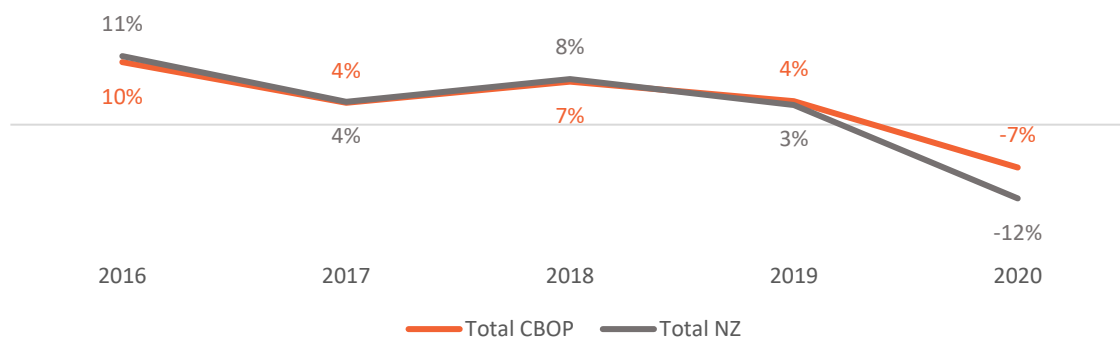


International and Domestic Visitor Spend Proportions

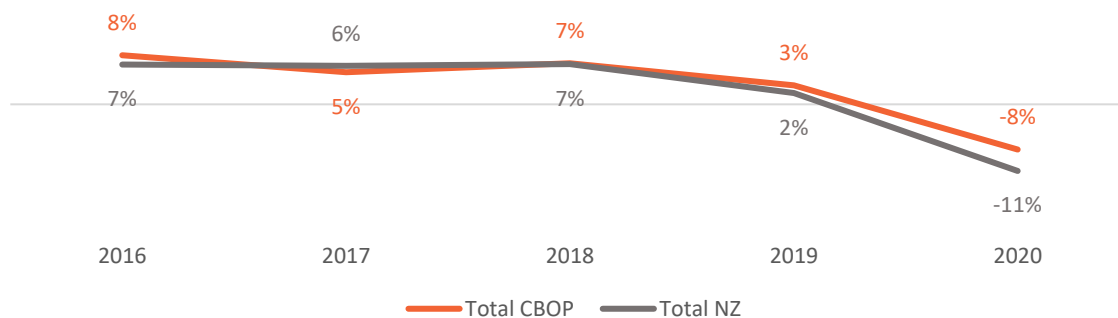


Visitor Spend Comparison with national results (year ending June)

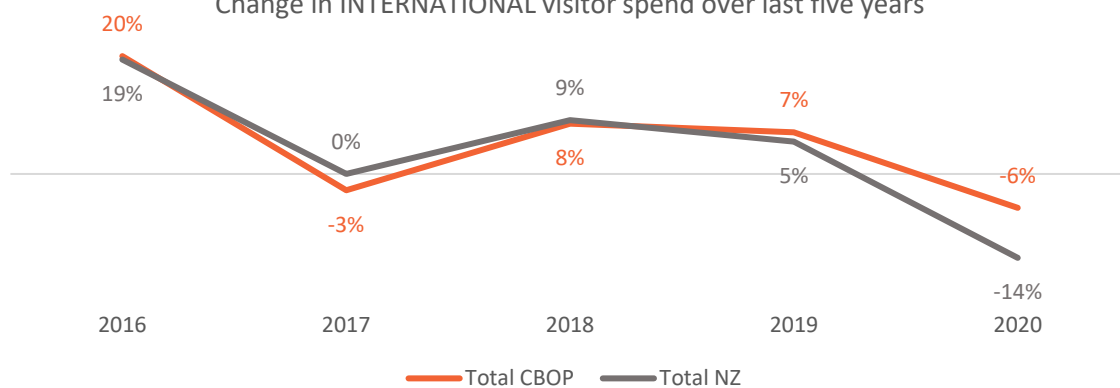
Change in TOTAL visitor spend over last five years



Change in DOMESTIC visitor spend over last five years



Change in INTERNATIONAL visitor spend over last five years



Visitor Spend per Territorial Authority Area (year ending June 2020)

Tauranga

Annual Visitor Spend **\$803m**

Proportion of Coastal Bay of Plenty spend **79%**

Western Bay of Plenty

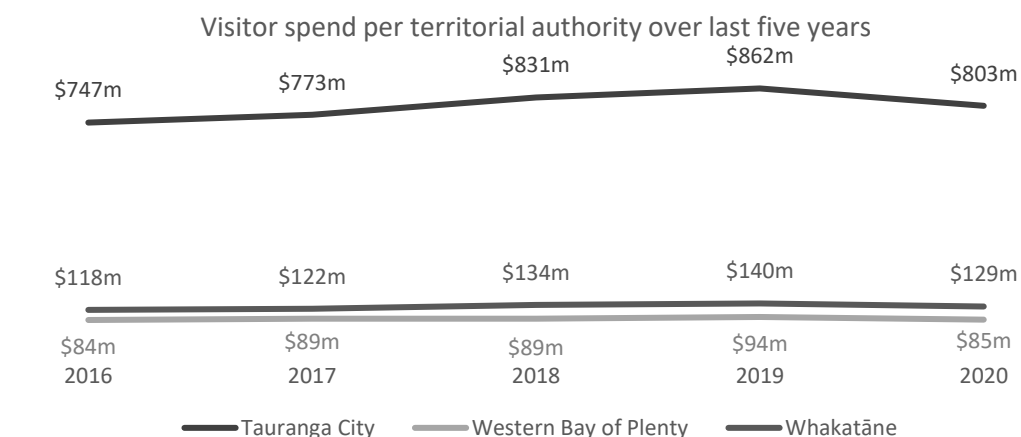
Annual Visitor Spend **\$85m**

Proportion of Coastal Bay of Plenty spend **8%**

Whakatāne

Annual Visitor Spend **\$129m**

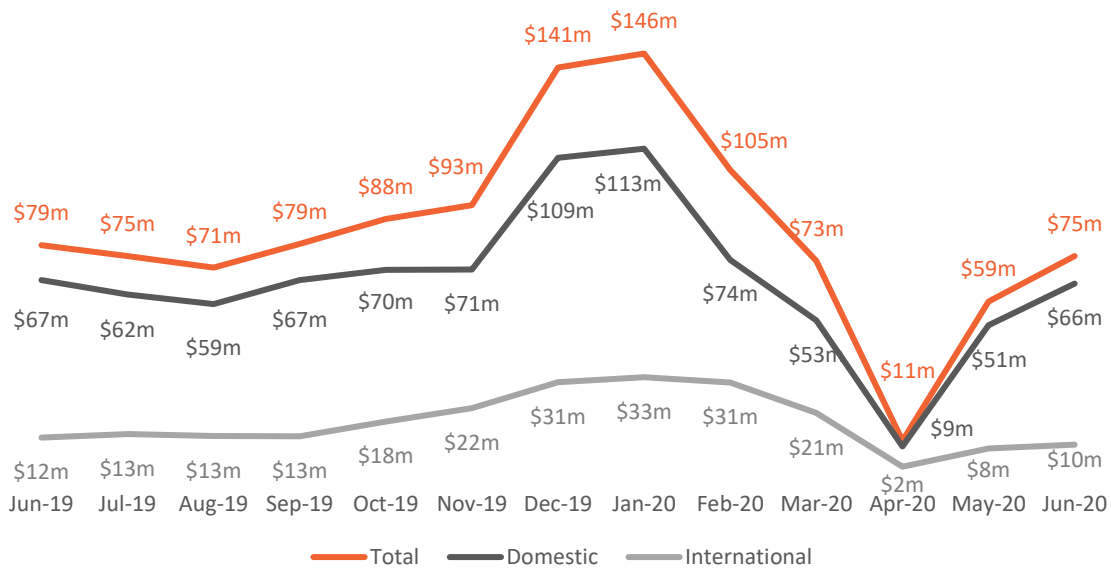
Proportion of Coastal Bay of Plenty spend **13%**



Monthly Visitor Spend

The impact of COVID-19 on the visitor economy is clear from the monthly visitor spend figures. April 2020 shows minimal visitor spend as is consistent with the Alert Level four lockdown. However, there are positive signs of a restart in domestic travel since then. That said, further outbreaks of COVID-19 within New Zealand and the continued closure of the international borders are likely to have ongoing effects.

Monthly Visitor Spend in Te Moananui ā Toi | The Coastal Bay of Plenty



2019-2020 ANNUAL HIGHLIGHTS

Destination management

Te Hā Tāpoi | The Love of Tourism 2019-2022 outlines TBOP's commitment to its role as a Destination Management Organisation. Considering the balance of economic growth with the social, cultural and environmental well-being of the community underpins all that Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty does. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty shared this plan with key stakeholders (including industry, Iwi, Council, and others) and officially launched it in March 2020.

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's Visitor Economy Strategy 2018-2028 and Te Hā Tāpoi | The Love of Tourism 2019-2022 identify four strategic priorities that will collectively grow demand for the destination, while enhancing the visitor experience and increasing capability and supply. These 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.

To work effectively in these key areas, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty must partner with the right stakeholders. As such, partnerships and collaboration are another key focus area.

Launch of Te Hā Tāpoi | The Love of Tourism

One of the key events of the year for Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty was the official launch of Te Hā Tāpoi | The Love of Tourism to industry, stakeholders, and the general public in March 2020. The timing of this launch was to align with our hosting of Anna Pollock, the founder of Conscious Travel and internationally recognised regenerative tourism thought leader. Over the course of one-week, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty hosted industry and community focused sessions which media also attended.

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty engaged Blink PR to create a media strategy for this launch. It resulted in significant media coverage and provided a platform for hosting key media, including Tim Roxborough from the New Zealand Herald and Marty Sharpe from Stuff.co.nz. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty also hosted a series of regional and national media to take part in eco-based visitor experiences. Since then, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty has consistently referenced Te Hā Tāpoi | The Love of Tourism in press releases and media enquiries to show the link between Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's strategy and activities.

While here, Anna Pollock led several events with the region's stakeholders, industry, and community to help our region better understand the concepts of conscious travel and regenerative tourism. Anna became stuck in New Zealand due to the border closures because of the COVID-19 pandemic. This meant that she was able to play a significant role in guiding our industry through some of the challenges of the pandemic and work with national agencies regarding the reimagination project for New Zealand's tourism industry.

Target the right visitors at the right time with the right messages

In the year to June 2020, significant progress was made to align our marketing and communications outputs with our Place DNA™ to promote Te Moananui ā Toi | the Coastal Bay of Plenty. Key outcomes include:

- Launched a new website: www.bayofplentynz.com.
- Coordinated a Tauranga-based winter themed photoshoot based on our Place DNA™, with a focus on surfing/beaches and outdoor experiences to attract people to the region during winter.
- Completed the shooting of a regional video which is aligned to the destination's Place DNA™.
- Commenced a joint venture campaign with Air New Zealand (however, this was halted due to the COVID-19 pandemic).
- Actively tried to raise the profile of the industry and the region through 27 positive tourism stories, 12 focussed on local operators.
- Finalised the campaigns and communications plans aligned with the destination's Place DNA™ and commenced implementation of these. Following the eruption of Whakaari/White Island and the COVID-19 pandemic these plans were used as the base guide to redirect focus and key messaging to the domestic market.
- Implemented the tracking of visitation patterns across the year in Te Moananui ā Toi | the Coastal Bay of Plenty using visitor spend data; there is a definite peak season from December to January, shoulder seasons run from February to April and October to November, while the low season occurs from May to September.

Domestic media exposure

- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty facilitated and hosted four domestic media familiarisations in the year to June 2020, including Kia Ora magazine, Marty Sharpe from Stuff, Tim Roxborough from NZ Herald, and JJ Feeney from MediaWorks.
- The five-page spread in the Kia Ora magazine focussed on ten suppliers from Waihi Beach, Mount Maunganui and Tauranga including The Historic Village, The Clarence Hotel & Bistro, Kewpie Cruises, Izakai Bar & Restaurant, the Mount Hot Pools, and Trinity Wharf Hotel.

Travel Tauranga



44 Kia Ora



You could also head to Pigeon, where the Mount Maunganui railway used to be a summer holiday home for the wealthy. It's now a community that thrives along the white-sand coast.

PLenty OF ADVENTURES
If you're starting to move over the weekend, consider starting your day with coffee and the music at the Tauranga Farmers Market, which springs into action every Saturday morning. You'll find a great local setting, from produce, food, music, crafts, wine, flowers, fish, toys, plants and more at Tauranga Primary School on Fifth Avenue.

Virtually everything here is produced locally, from coffee to coffee cakes, organic fruit and veg, the best local seafood, and a former distiller. "We are really into local," she says. "They [landowners] want our values and our ethics." The exception is the local coffee, she adds, is cherry juice from Marlborough, because the fruit isn't grown in the Bay of Plenty.

It's clear this is a weekly feature on local television. As it is, the scene, while it's a little bit of a local scene, is a great scene. It's a great scene, where the 'local' better start in this work, and when the 'local' start in this work.

Once you've checked up and checked down at the market, head along the road to the historic Mount Maunganui and the Historic Village. Despite its name, this is no busy shopping centre. You'll find a historic community, most, commercial, arts and wellbeing centre. You'll find historic buildings to visit, but this council-owned building is also home to groups such as the Mount Maunganui Wharfedale League, the Tauranga Judge Advisory Service, the Tauranga Judge Advisory Service, the Tauranga Judge Advisory Service.

That's great for the locals, but why should visitors come? As well as a weekend market,

November 2019 45

- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty created two digital campaigns to stay top of mind with Kiwis during low and shoulder seasons:

Winter Campaign

For winter we created original blog content and used stuff.co.nz, Facebook and Google Display to highlight Te Moananui ā Toi | the Coastal Bay of Plenty's foodie scene, hot pools and hiking adventures.

The results saw a significant increase in web traffic from the target regions - New Plymouth (up 126%), Palmerston North (up 130%) and Wanganui (up 375%).

Whakatāne District Council also experienced increased visitation to its tourism website from these areas (around 55% per location).



Spring Campaign



The spring campaign focused on things to see and do around Labour Weekend, such as the Tauranga Arts Festival and the Mr G: HOME exhibit. It was targeted to Auckland, Hamilton, New Plymouth, Taupō and Manawātū via social media.

The Facebook campaign reached 16,484 people and had 732 post engagements, while the Google ads campaign reached 101,124 people and 1,196 users clicked through to the bayofplentynz.com website as a result.

International media exposure

- Te Moananui ā Toi | The Coastal Bay of Plenty was referenced in 99 international media publications from July 2019 to June 2020. The equivalent advertising value of this media, generated in conjunction with Tourism New Zealand, is \$11,145,635.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty facilitated and hosted three international media familiarisations during this period, including National Geographic in August 2019, EnRoute (Canada) in September 2019, and Frommers (Canada) in February 2020.
- German magazine Brigitte published a comprehensive feature on Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty in May 2020. This was the result of a media famil trip in March 2019.



Corporate communications and PR

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty consistently advocated for the local tourism industry and the region's visitors through media messaging. This included:



- Managed three major media crises including: The Princess Cruises incident at the Port of Tauranga on 2 December 2019, the Whakaari/White Island eruption on 9 December 2019, and the COVID-19 pandemic in 2020.
- Launched the Tauranga *i*-SITE move to The Strand to local media, and TBOP's locals' campaign noplacelikehome.co.nz to local and national media including a national news inclusion.

Offshore activity

Following the border closures due to the COVID-19 pandemic we have maintained communications to and with our international trade database via regular email communications.

The eXplore Central North Island group has redirected to collaborative domestic marketing activity and has been working on a joint domestic campaign.

Prior to the COVID-19 pandemic, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty undertook the following activity in Australia, our largest international market (based on visitor spend):

- Attended IMM in Sydney alongside Tourism New Zealand to meet with key international media and identify opportunities for storytelling abroad.
- Participated in the Flight Centre Consumer Trade Show in Sydney, Melbourne and Adelaide, in collaboration with Great Lake Taupō.
- Wholesale and RTO workshop in Sydney with Tourism New Zealand.

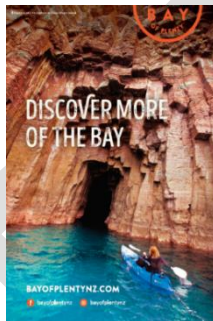
Digital activity

- The new bayofplentynz.com website went live in March 2020. Having the new website allowed us to quickly react and adapt the home page and web content to provide up-to-date information regarding the COVID-19 pandemic.
- On its new site, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty implemented CrowdRiff – a visual marketing software platform which allows us to source user-generated content from social media to feed directly to the new website, as well as request image rights for some images to be used in offline marketing. To-date, the CrowdRiff galleries on bayofplentynz.com have had over 39,000 views, with an engagement rate of 14.5%.
- There was a total of 287,433 users of bayofplentynz.com during the period 1 July 2019 to 30 June 2020.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty worked with Miles Partnerships to roll out the Google DMO programme across the region. This involved educational workshops and webinars for local operators to help improve their presence on Google, as well as improving the visitor experience when looking at Te Moananui ā Toi | the Coastal Bay of Plenty on Google Maps (updated and improved imagery, correct information and events.). This resulted in an increase of 8% in Google verified listings and a combined 2,649,564 views of images Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty has loaded on Google Maps.
- The number of Facebook followers increased from 15,951 to 17,532 (+1,581 or 9.9%).
- The number of followers on Instagram increased from 10,015 to 12,915 (+2,900 or 29%). This increase is partially a result of running a successful campaign in partnership with the 2019 Anchor AIMS Games during the week of the tournament.

Connect with residents

Key gains have been made in the connect with residents workstream including development of a strategy to guide our priorities:

- Connecting with residents has been identified as a top priority to ensure we have social licence to operate and that visitor satisfaction is amplified by engagement with friendly and helpful locals. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty partnered with Destination Think! to develop a Connect with Residents strategy and that is now being used to guide the connect with residents activity.
- The border closures caused by the COVID-19 pandemic amplified the need to support local. As a result, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty developed a new version of the No Place Like Home campaign. Our aim was to foster local pride and encourage residents to spend time in their own backyard and try local tourism experiences. The campaign's assets included a new logo, a video, a locals' hub on the bayofplentynz website, Zoom backgrounds, out-of-home media, digital ads, print ads, a bimonthly e-newsletter, and eight original local stories that were shared in partnership with Sun Media. To date the Facebook post of the video has had over 50,000 views and there have been over 15,000 visits to the locals' hub on the website – noplacelikehome.co.nz
- This campaign encourages locals to explore Te Moananui ā Toi | the Coastal Bay of Plenty It was runner-up for a marketing award and received an additional \$15,000 of media advertising as a result.



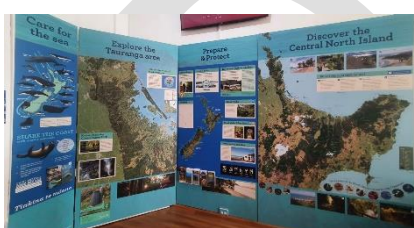
- Tools are now in place to measure resident satisfaction with tourism across all three territorial authorities in Te Moananui ā Toi | the Coastal Bay of Plenty. The results indicate that residents are generally satisfied with tourism in their local areas, however, there is room for improvement. Perceptions in Tauranga and the Western Bay of Plenty may be impacted by the COVID-19 pandemic and associations with tourism (as data collection was undertaken in waves throughout the year).

	Tauranga City	Western Bay of Plenty District	Whakatāne District
The tourism sector has a positive impact on the local community.	76% agree Scores of 7-10 out of 10	72% agree Scores of 6-10 out of 10	75% agree Scores of 7-10 out of 10
Likelihood to recommend City/District as a holiday destination to friends and family.	NPS: +27	NPS: +13	NPS: +50
Measurement period	Year ending June 2020	Year ending June 2020	Year ending June 2019

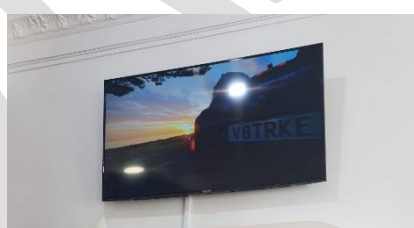
Enhance the visitor experience

Significant development has taken place in the visitor sales and service workstream in the 2019-2020 financial year. Key successes in this period included:

- The Tauranga i-SITE moved to a new location on The Strand, the design of which aligns with our destination's Place DNA™ themes. The visitor experience is improved by the well-designed layout and functionality, and the location offers greater accessibility to domestic and international visitors, as well as locals. The new site also provides improved health and safety for staff including advanced security systems and ergonomic workspaces.
- Key features of the new Tauranga i-SITE include:



Department of Conservation panel featuring walks, experiences, maps, wildlife, and safety information.



Display scenes promoting operators and points of interest through CrowdRiff sourced Instagram posts.

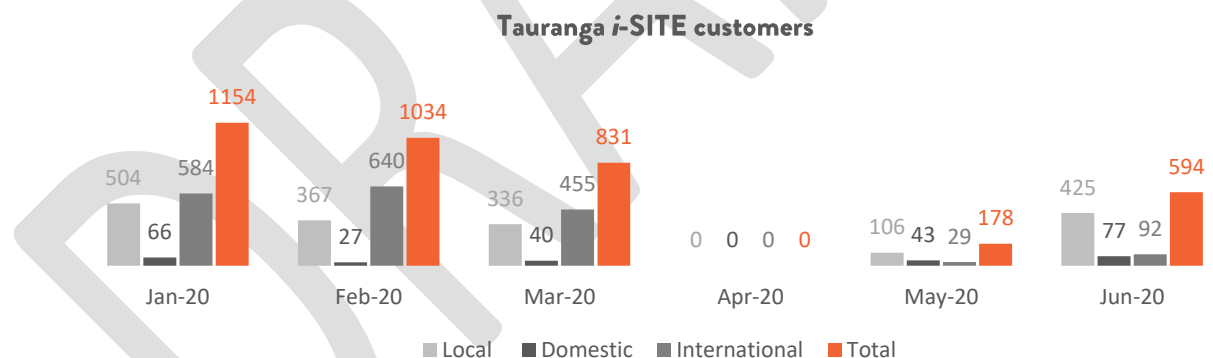


Wild Kiwi feature wall (local clothing and accessories supplier).

- Central government Provincial Growth Fund funding was approved for Te Tomokanga, the visitor information hub to be located in Coronation Park, Mount Maunganui.
- Over the summer period, the Mount Maunganui satellite i-SITE operated close to the Port of Tauranga gates. It served as a secondary cruise passenger ticketing office capturing passengers bypassing lines at the Tauranga Cruise i-SITE inside the Port of Tauranga. The retail sales increased compared to the previous location of the satellite i-SITE due to the high volume of cruise passengers. The retail offering comprised local and New Zealand made products to differentiate from other souvenir stores in Mount Maunganui.
- During the Anchor AIMS Games in September 2019, Tauranga i-SITE staff manned a kiosk to provide on-site information about Te Moananui ā Toi | the Coastal Bay of Plenty to event attendees. Participating in this event increased our awareness of the value of having a presence at major events, shows and markets to service locals and visitors.

Changes made due to the COVID-19 pandemic

- During the COVID-19 alert level four and three lockdown, the sales team were open virtually to customers via email and phone enquiries.
- The sales staff worked with the marketing and management teams on several projects and were integral in undertaking 'business health checks' with operators and accommodation providers (see the Partnerships & Collaboration section below for more information).
- The Tauranga i-SITE reopened to customers on 18 May 2020 and there has since been a noticeable increase in the number of domestic visitors to the i-SITE when compared to pre-COVID-19.

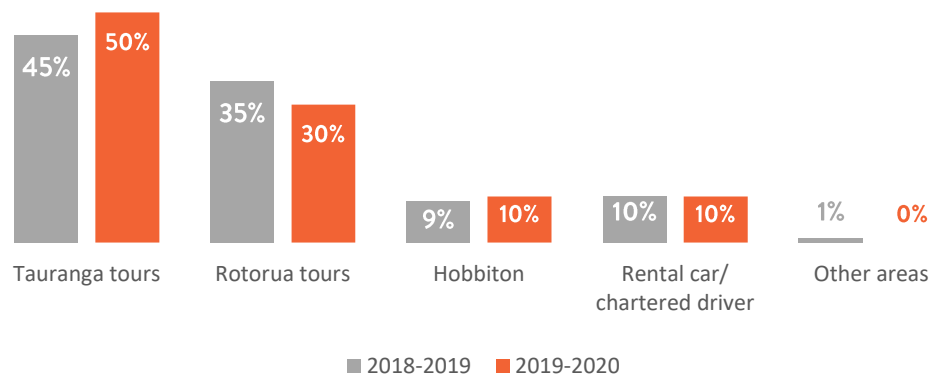


- Due to the international border closures, the focus of the Tauranga i-SITE is to service the domestic market. A new retail strategy is being developed with implementation planned for the first six months of the 2020-2021 financial year.
- To support local operators and encourage customers to spend locally, the display screens in the Tauranga i-SITE are showing 20 second videos of local operators. This has been offered free of charge.

Cruise

- The 2019-2020 cruise season saw 105 cruise ships visit the Port of Tauranga bringing a total of 186,509 passengers and 82,181 crew to the region.
- Of the passengers who booked transport or tours through the Tauranga Cruise *i*-SITE, half took a tour around Tauranga. This is an increase of 5% compared to the previous season and the result of a decrease in passenger tours to Rotorua. Following the Whakaari/White Island eruption, passengers were opting to take Tauranga tours over tours to Rotorua due to the geothermal activity there.

Cruise passenger activity



- This season, Shore Trips & Tours, one of the region's largest cruise tour operators, changed their local tours to tailor them to the destination's Place DNA™ themes. These changes included a fish and chip lunch stop at Bobby's Fresh Fish Market in the Tauranga CBD and showcasing our cultural stories with visits to Gate Pā and Maketū. This tour proved extremely popular and is another reason for the rise in the share of local tours.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty worked with Qualmark to offer a specialised assessment for cruise operators that is significantly focussed on health and safety. This endorsement was well received from the Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty Shore Excursion operators. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty also became a finalist for the 2019 Qualmark Advocacy Award at the Regional Tourism New Zealand awards.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty developed strong relationships with the Tauranga City Council Events, and Parking and Bylaws teams, and contracted Traffic Management suppliers due to an unplanned event clash with the City to Surf Half Marathon. These relationships enabled smooth communications and collaborations for other major event clashes that closed Salisbury Avenue and The Mall during the cruise ship season.
- During the COVID-19 pandemic, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty continued to work closely with the Port of Tauranga, shipping agents ISS-McKay and Toi Te Ora Public Health to ensure cruise ships arriving in Tauranga were appropriately disclosing information related to illnesses on board and to address media enquiries.

Grow capability and increase supply

Through the COVID-19 pandemic, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty has focussed on supporting the tourism industry in working through business disruptions. Prior to the Whakaari/White Island eruption and the COVID-19 global pandemic, there was a significant level of operator investment and development in the region. Interest in the region remains reasonably strong, with several tourism opportunities being pursued by both the public and private sectors. Achievements in 2019-2020 include:

Product Development & Enhancements

New export-ready operator

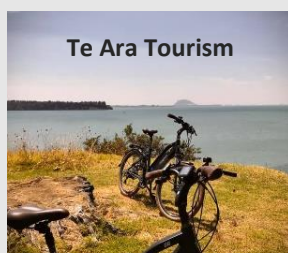


Other product development



White Island Tours elevated its Moutohorā Island Sanctuary experience offering.

New product development



Cultural Tourism Development

Significant activity is taking place across the region, including:

- **Tauranga Moana:** Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty undertook a Wānanga (conference) dedicated to the establishment of a commercial collective for the Tauranga Moana roopū. A kaupapa-Māori based framework was used to compile the values, principles and standards for how the roopū will do business as a group. While not all of the roopū were in attendance, the establishment of the framework, along with expected standards and governance structure, will allow for an inclusive scenario for all concerned. After having two wānanga, this roopū is now in the throes of forming the incorporated society, Tāpoi ō Tauranga Moana, to operate as a collective in the marketplace.
- **Ruatāhuna:** A Ruatāhuna roopū was established in 2019-2020 and has completed extensive workshops offered by Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty provided support for roopū members during the COVID-19 pandemic via email and phone.
- **Whakatāne:** Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty is coordinating with William Stewart who is responsible for guiding the district's tourism reset.
- **Kawerau:** Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty hosted the inaugural cultural tourism hui with a roopū based in and around Kawerau. Facilitated by Kawerau District Council and hosted at the Firmin Lodge, the hui was attended by half a dozen operators and a few Māori land-trusts from in and around Kawerau.
- **Iwi/Hapū Relationships:** Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty has established and is maintaining strong relationships with a number of Iwi and Hapū in the Te Moananui ā Toi rohe. The support from iwi over the past challenging 12 months has been timely and effective for our organisation.

Accommodation Development

- Mount Maunganui Beachside Holiday Park is adding more self-contained cabins to increase capacity due to existing demand and in anticipation of more visitors to the region.
- Harbourside City Backpackers started extensive earthquake strengthening and renovations. It is expected to re-open with 114 beds in October 2020 and will be re-branded as Wanderlust NZ.



- 850 Cameron Motel started refurbishing all rooms immediately post-COVID-19 lockdown, taking the opportunity to make the most of a quiet time.

- Hotel Armitage is in the progress of upgrading its rooms and conference centre. More than 90 percent of its rooms are now refurbished.



Council Projects (Product & Infrastructure)

- The Omanawa Falls project continues and the central government Tourism Infrastructure Fund application to confirm the funding was successful. Project and Governance groups have been established with representation from Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty on both.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's involvement in Council projects continues to increase with staff contributing to projects such as Te Rae o Pāpāmoa, the Western Bay Heritage Trail, BayStation product development and the proposed Tauranga Ferry Service.

Sustainability and Regenerative Tourism

- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty worked with Destination Think! to develop a Tourism with Purpose strategy. This is now being executed throughout the organisation. It is incorporated in everything from media famils (Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty sponsored a penguin on Moturiki Island through the Western Bay Wildlife Trust for a visiting journalist) to the co-design of tourism experiences.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty engaged Ecotourism Australia to attain the Ecotourism Destination Certification. Visitors are increasingly demanding authentic, unique and environmentally sustainable experiences and this certification will help the region on this journey.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty co-hosted a Tourism Industry Aotearoa Event with Sustainability as the theme in Tauranga.

Other Activity

- The first Passion Group meeting was held in early December 2019 based on one of the four target markets - 'Surfers & Beach Lovers'.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty created a Tourism Development Collaboration Group. This group is a coalition of Product Developers from other RTOs and DMOs throughout the country to collectively work on product development.

Partnerships & collaboration

Creating partnerships with important stakeholders remains a key focus through the ongoing implementation of the Stakeholder Engagement & Communications Plan. Over the past year, with a focussed role of Partnerships Manager, there has been heightened activity in this area, including:

- There were approximately 400 meetings with funders, major stakeholders, strategic partners, key organisations and influencers.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty is represented on the Small Business Tauranga Committee, Toi Ohomai Advisory Committee for Tourism & Hospitality, Western Bay of Plenty Workforce Development Advisory Group and Regional Tourism New Zealand Board.
- The Breakfast Business Connects initiative commenced in August 2019 for the tourism industry. These get-togethers are held monthly across different venues and are free to attend. They provide an excellent opportunity for attendees to network. Each breakfast averages between 40 and 50 participants and industry representatives are achieving some tangible business collaboration results.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty was in a good position to provide support to tourism operators and accommodation business during the COVID-19 pandemic lockdown with the appropriate resources in place. Management, marketing, and sales staff undertook 'business health checks' with tourism operators by phone and connected them to the support they needed (mentoring, financial and mental health.).
- This was part of a joint agency approach in recovery efforts with Priority One and Tauranga Chamber of Commerce, encouraging strengthened relationships between these three organisations.



Internal

Other key focuses for Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty included ensuring staff are engaged and that health and safety is a priority. Efforts in this area include:

- The employee engagement score for Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty staff was on par with the target at 80%.
- Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty's Health & Safety Index Score is 80%, indicating the organisation is 'generally compliant with some areas of strong capability' (Safe365).



WESTERN BAY OF PLENTY TOURISM & VISITORS TRUST

Purpose of business

The principle objective of Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty is to promote the economic welfare and development of the region and its community through marketing and management that impacts on the region as a visitor and tourist destination.

Legal basis

Charitable Trust

Structure

The Trust comprises a Board of up to eight Trustees who oversee the governance of the Trust, a Chief Executive who is responsible for the day-to-day operations of the Trust and reporting to the Trustees and 18 other staff who support the Chief Executive in delivering the Trust's objectives. The Trustees are appointed by the Tauranga City Council and the Western Bay of Plenty District Council.

Main sources of cash and resources

Operating grants received from the Tauranga City Council, Western Bay of Plenty District Council and Whakatāne District Council are the primary sources of funding to the Trust. The Trust also earns revenue from commissions on sales of local and domestic products.

Trustees

L. Cooney - Chairperson

G. Keel

J. Hill

O. Nathan

C. Swallow

R. Browne

W. Wilson (resigned July 2019)

D. Hammond (resigned August 2019)

P. Moran (resigned June 2020)

Registered Office

8 Wharf Street

Tauranga

Solicitors

Holland Beckett

Tauranga

Bankers

ASB

Tauranga

Auditors

Audit New Zealand



Statement of Comprehensive Revenue & Expenditure For the year ended 30 June 2020

	Notes	2020 Actual	2020 Budget	2019 Actual
REVENUE				
Funding - Tauranga City Council		2,213,962	2,213,963	2,121,179
Funding - Western Bay of Plenty District Council		212,988	212,988	209,634
Funding - Whakatāne District Council		84,000	84,000	84,000
Retail sales		45,860	130,000	125,656
Finance Revenue		4,856	7,750	9,850
Other revenue	1	392,047	618,250	512,148
Total revenue		2,953,713	3,266,951	3,062,467
EXPENDITURE				
Cost of sales	2	30,328	68,600	78,474
Operating & Marketing	3	873,002	885,625	876,505
Administration & Overhead	4	427,395	494,292	467,655
Finance Costs		749	749	1,415
Employee benefit expenses	5	1,507,463	1,644,560	1,518,224
Trustee Fees		42,656	79,331	58,281
Depreciation and loss on sale of assets	11&12	70,010	93,794	52,105
Total expenditure		2,951,604	3,266,951	3,052,659
SURPLUS/(DEFICIT) before Tax	6	2,108	0	9,808
Taxation	7	0	0	0
SURPLUS/(DEFICIT) after tax		2,108	0	9,808
Other Comprehensive Revenue & Expense				
Other Comprehensive Revenue		0	0	0
Total Other Comprehensive Revenue & Expense		0	0	0
Total Comprehensive Revenue & Expense		2,108	0	9,808

Statement of Changes in Net Assets/Equity For the year ended 30 June 2020

	2020 Actual	2019 Actual
Net Assets/Equity at start of the year	422,827	413,019
Total comprehensive revenue and expenses	2,108	9,808
BALANCE AT 30 JUNE	424,935	422,827

The accompanying notes form part of these financial statements.



Statement of Financial Position as at 30 June 2020

	Notes	2020	2019
ASSETS			
Current assets			
Cash and cash equivalents	8	190,683	396,072
Investments	9	200,000	200,000
Debtors and prepayments	10	126,664	47,887
Inventories		17,435	23,353
Total current assets		<u>534,782</u>	<u>667,312</u>
Non-current assets			
Property, plant and equipment	11	230,978	196,398
Intangible assets	12	62,988	4,693
Total non-current assets		<u>293,966</u>	<u>201,091</u>
TOTAL ASSETS		<u>828,748</u>	<u>868,403</u>
LIABILITIES			
Current liabilities			
Creditors and accrued expenses	13	214,561	257,117
Employee benefit liabilities	14	185,928	179,132
Loans	15	0	832
Finance Leases	16	3,324	5,920
Total current liabilities		<u>403,813</u>	<u>443,001</u>
Non-current liabilities			
Loans	15	0	0
Finance Leases	16	0	2,575
Total non-current liabilities		<u>0</u>	<u>2,575</u>
TOTAL LIABILITIES		<u>403,813</u>	<u>445,576</u>
TOTAL ASSETS LESS TOTAL LIABILITIES		<u>424,935</u>	<u>422,827</u>
EQUITY			
Accumulated Funds		<u>424,935</u>	<u>422,827</u>
TOTAL EQUITY		<u>424,935</u>	<u>422,827</u>

The accompanying notes form part of these financial statements.

Chairperson:

Trustee:



Statement of Cash Flows for the year ended 30 June 2020

	2020 Actual	2019 Actual
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts of Funding - Tauranga District Council	2,213,962	2,121,179
Receipts of Funding - Western Bay of Plenty District Council	170,390	209,634
Receipts of Funding - Whakatāne District Council	84,000	84,000
Receipts from retail sales	45,860	125,688
Receipts from other revenue	522,215	503,212
Interest receipts	2,463	9,040
Dividend receipts	2,252	1,045
Interest payments	-749	-1,415
Payments to suppliers and employees	-2,813,134	-2,616,965
GST (net)	-263,764	-280,000
Net cash flow from operating activities	-36,504	155,418
CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES		
Repayment of loans	-6,000	-14,452
Receipts from sale of fixed assets	787	0
Payments to acquire fixed assets	-163,673	-17,566
Net cash flow from investing & financing activities	-168,886	-32,018
ADD OPENING BANK ACCOUNTS AND CASH	596,073	472,673
CLOSING BANK ACCOUNTS AND CASH	390,683	596,073

The accompanying notes form part of these financial statements.



Statement of Accounting Policies for the year ended 30 June 2020

ENTITY STATEMENT

Western Bay of Plenty Tourism and Visitors Trust is a Council Controlled Organisation (CCO), by virtue of the Council's right to appoint the Board of Trustees. Governance is provided by the Trust Board as per the Trust Deed. The relevant legislation governing the Trust's operations includes the Local Government Act 2002. The financial statements of the Trust have been prepared in accordance with the provisions of section 68 and 69 of the Local Government Act 2002. The Trust is a public benefit entity for financial reporting purposes.

The principle objective of the Trust is to promote the economic welfare and development of the region and its community through marketing and management that impacts on the region as a visitor and tourist destination.

The financial statements of the Trust are for the year ended 30 June 2020. The financial statements were approved by the Board of Trustees on 31st August 2020.

BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

The financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZGAAP).

These financial statements have been prepared in accordance with Tier 2 PBE accounting standards on the basis that the Trust is not publicly accountable and expenses are between \$2 and \$30 million. These financial statements comply with Public Benefit Entity Standards Reduced Disclosure Regime.

Measurement base

The financial statements have been prepared on a historical cost basis.

Changes in accounting policies

There have been no changes in accounting policies.

Functional and presentation currency

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the Trust is New Zealand dollars.

Goods & Services Tax

The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST. GST is shown as a net amount in the cashflow.

SIGNIFICANT ACCOUNTING POLICIES

Revenue

Grants

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ('use or return condition'). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Sale of goods

Revenue from the sale of goods is recognised when the goods are sold to the customer.

Sale of services

Revenue from the sale of services is recognised when the service is provided.



Interest and dividend revenue

Interest revenue is recorded as it is earned during the year. Dividend revenue is recognised when the dividend is declared.

Employee related costs

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, and leave entitlements.

Performance payments are recorded when the employee is notified that the payment has been granted.

Superannuation contributions are recorded as an expense as staff provide services.

Advertising, marketing, administration and overhead costs

These are expensed when the related service has been received.

Lease expense

Operating leases

Lease payments are recognised as an expense on a straight-line basis over the lease term.

Finance leases

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum payments. The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability. The amount recognised as an asset is depreciated over its useful life. The lease is fully depreciated over the lease term.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cheque or savings accounts, and deposits held at call with banks.

Investments

Investments are shares, term deposits, bonds, units in unit trusts, or similar instruments held by the entity.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Inventory

Inventory held for sale on a commercial basis is valued at the lower of cost or net realisable value. The cost of the inventory is determined using the weighted average method.

Property, plant, equipment

Property, plant, equipment is recorded at cost, less accumulated depreciation and impairment losses.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation is provided on a diminishing value basis on all property, plant and equipment, at rates that will write-off the cost of the assets to their estimated residual values over their estimated useful lives.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

- Furniture and fittings (10% - 40%)
- Computers and software (50% - 60%)
- Buildings and leasehold improvements (10% - 25%)
- Office equipment (8% - 67%)

Intangible Assets

Website Development:

Website development costs are capitalised when it is probable that the expected economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. Furthermore, the website must be shown to be capable of generating revenues, including direct revenues from enabling orders to be placed.

Amortisation:

Website costs are amortised on a diminishing value basis over the asset's useful life. Amortisation begins when the asset is available for use and ceases at the date when the asset is disposed of. The amortisation charge for each year is included with depreciation and recognised in the Statement of Comprehensive Income.

The useful life and associated amortisation rate has been estimated as follows:

- Website (50%)

Creditors and accrued expenses

Creditors and accrued expenses are recorded at their face value.

Employee Entitlements

A liability for employee costs payable is recognised when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date, using current rates of pay.

Loans

Loans are recognised at the amount borrowed from the lender. Loan balances include any interest accrued at year end that has not yet been paid.

Income Taxation

The Trust holds a tax exemption from the Inland Revenue Department in terms of section CW40 of the Income Tax Act 2007, as a local or regional promotional body.

Budget figures

The budget figures are derived from the Statement of Intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with Tier 2 standards, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements. Note that the classification of the expenses is different from the Statement of Intent as the employee costs are shown separately in the accounts.

Cashflow

Operating activities have been presented in accordance with the direct method.

Equity

Equity is the councils interest in the Trust and is measured as the difference between total assets and total liabilities.

Standards issued but not yet effective

PBE FRS 48 Service Performance Reporting, this will impact the entity from 2021 onwards but the entity has not yet assessed the impact of this standard on the way the entity reports.



Notes to the Financial Statements for the year ended 30 June 2020

	2020	2019
1 Other Revenue		
Industry Contributions	101,962	123,418
Other Income	290,085	388,730
	<u>392,047</u>	<u>512,148</u>
2 Cost of Sales		
The write-down of inventory during the year was Nil (2019: \$4347). The reversal of write-downs for the year was \$8,647 (2019: Nil).		
Opening Inventory	23,353	41,779
Purchases	24,410	60,048
Closing Inventory	-17,435	-23,353
Total Cost of Sales	<u>30,328</u>	<u>78,474</u>
3 Operating and Marketing		
Credit card charges	23,846	28,844
Conference & Incentive Marketing	1,529	3,860
Cruise Marketing and Operating	81,238	89,061
Consumer Marketing	350,954	262,036
Development & Research	273,013	307,060
General and Other Marketing	142,422	185,644
	<u>873,002</u>	<u>876,505</u>
4 Administration and Overhead		
Audit Fees	22,392	21,600
Cleaning & Security	34,023	19,355
Rent	133,509	131,747
Recruitment training & HR	47,328	89,034
Repairs & Maintenance	5,554	5,569
Vehicle	30,285	32,435
Subscriptions	8,148	13,062
IT expenses	40,443	33,637
Telephone	13,063	14,476
Electricity	13,487	16,601
Other Administration & Overhead	79,163	90,139
	<u>427,395</u>	<u>467,655</u>
5 Employee Benefit Expenses		
Salaries and wages	1,459,931	1,477,240
Employer superannuation contributions	44,805	38,928
Other employee related costs	2,727	2,056
	<u>1,507,463</u>	<u>1,518,224</u>

6 Variance Budget to Actual

INCOME

	Actual	Budget	Variance
Retail Sales (Reduced sales due to reduced stock & COVID) Retail Sales (Reduced sales due to reduced stock & COVID-19)	45,860	130,000	-84,140
Other Revenue (Reduced commissions due to COVID and funding not received) Other Revenue (Reduced commissions due to & COVID-19 and funding not received)	392,047	618,250	-226,203

EXPENDITURE

Cost of Sales (Purchases reduced as sales were down on budget)	30,328	68,600	-38,272
Operating & Marketing (reduction in international marketing)	873,002	885,625	-12,623
Administration & Overheads (Most admin costs including contingency reduced)	427,395	494,292	-66,897
Employee Benefit Expenses (Staff vacancies for part of year & COVID subsidy received) Employee Benefit Expenses (Staff vacancies for part of year & COVID-19 subsidy received)	1,507,463	1,644,560	-137,097
Trustee Fees (vacancies on board for part of the year)	42,656	79,331	-36,675
Depreciation (Website operational later in the year than anticipated)	70,010	93,794	-23,784

7 Taxation

The Trust holds confirmation of a tax exemption under section CW 40 of the Income Tax Act 2007

8 Cash and Cash Equivalents

	2020	2019
Cheque Accounts	24,351	31,170
Savings Accounts	165,232	363,802
Cash on Hand	1,100	1,100
	<u>190,683</u>	<u>396,072</u>

9 Investments

Term Deposit ASB Bank 0.8% for 2 months	200,000	200,000
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10 Debtors and Prepayments

Debtors	51,854	12,422
Accrued Income	140	-
GST	45,976	30,410
Prepayments	<u>28,694</u>	<u>5,057</u>
	<u>126,664</u>	<u>47,889</u>
Debtors and prepayments from exchange transactions	80,688	17,479
Debtors and prepayments from non-exchange transactions	<u>45,976</u>	<u>30,410</u>
	<u>126,664</u>	<u>47,889</u>

11 Property, Plant and Equipment

Name	Cost	Accum Dep	1-Jul-19	Purchases	Depreciation	Disposals	30-Jun-20
Total Computers & Software	78,111	56,939	11,547	9,625	7,820	216	13,136
Total Furniture & Fittings	140,047	77,925	36,708	25,414	7,631	2,900	51,591
Total Leasehold Improvement	288,589	113,172	132,388	43,030	21,133	4,066	150,219
Total Office Equipment	115,882	90,107	15,756	10,019	9,167	575	16,033
Total	622,629	338,143	196,398	88,088	45,750	7,757	230,979

Name	Cost	Accum Dep	1-Jul-18	Purchases	Depreciation	Disposals	30-Jun-19
Total Computers & Software	63,323	53,562	5,790	13,611	7,854	0	11,547
Total Furniture & Fittings	120,144	75,445	43,727	740	7,759	0	36,708
Total Leasehold Improvement	245,560	95,771	154,437	0	22,048	0	132,388
Total Office Equipment	103,606	86,069	22,292	3,215	9,751	0	15,756
Total	532,633	310,848	226,245	17,566	47,413	0	196,399

12 Intangible Assets

Name	Cost	Accum Dep	1-Jul-19	Purchases	Depreciation	Disposals	30-Jun-20
Website	128,585	48,307	4,693	75,585	14,162	3,128	62,988
Total	128,585	48,307	4,693	75,585	14,162	3,128	62,988

Name	Cost	Accum Dep	1-Jul-18	Purchases	Depreciation	Disposals	30-Jun-19
Website	53,000	43,616	9,385	0	4,693	0	4,693
Total	53,000	43,616	9,385	0	4,693	0	4,693

	2020	2019
13 Creditors and Accruals		
Creditors	133,964	134,019
Income Received in Advance	3,160	-
Accrued Expenses	23,888	44,472
Funds received on behalf of tourism operators	53,549	78,625
	<u>214,561</u>	<u>257,116</u>
Creditors and Accruals from exchange transactions	211,401	257,116
Creditors and Accruals from non-exchange transactions	3,160	-
	<u>214,561</u>	<u>257,116</u>
14 Employee Benefit Liabilities		
Accrued salaries and wages	100,058	119,820
Annual leave	85,870	59,312
	<u>185,928</u>	<u>179,132</u>
15 Loans: Lease Fitout 8 Wharf Street		
Loan Munro Developments - Current	-	832
Loan Munro Developments - Non-current	-	-
	<u>-</u>	<u>832</u>
16 Finance Lease: Ricoh Photocopier		
Finance Lease - Not later than 1 year	3,324	5,920
Finance Lease - Later than 1 year and not later than 5 years	-	2,575
	<u>3,324</u>	<u>8,495</u>

Finance leases are for photocopiers and printers. The net carrying amount of the plant and equipment held under finance leases is \$2,634 (2019 \$4,392).

Finance leases can be renewed at the Trust's option, the Trust does not have the option to purchase the assets at the end of the lease terms.

There are no restrictions placed on the Trust by any of the finance leasing arrangements.

	2020	2019
17 Capital and Operational Commitments and Operating Leases		
Non-cancellable operating leases as lessee:		
The Trust leases property, equipment and two vehicles in the normal course of its business. The following amounts relate to rental 8 Wharf Street, rental 103 The Strand, VW vehicle lease, Nissan vehicle lease and lease of Eftpos machines.		
The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:		
Payable no later than one year	131,374	22,615
Later than one year, not later than five years	251,578	33,949
Later than five years	-	-
	<u>382,952</u>	<u>56,564</u>
18 Contingent Liabilities		
The Trust has no contingent liabilities		
19 Related Party Transactions		
The Trust received a significant amount of operating grants from the Councils to deliver its objectives as specified in the Trust Deed.		
Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship and/or on terms and condition no more or less favourable than those that it is reasonable to expect the Council and group would have adopted in dealing with the party at arm's length in the same circumstances.		
Key Management Personnel compensation		
Trustees		
Full-time equivalent members	6	7
Remuneration	42,656	58,281
Senior Management Team including CEO		
Full-time equivalent members	4	4
Remuneration	472,983	419,588
Total Full-time equivalent members	10	11
Total Remuneration	515,639	477,869
Due to the difficulty in determining the full-time equivalent for Trustees, the full-time equivalent figure is taken as the number of Trustees.		
20 Donations		
A donation was made to The National Kiwi Recovery Trust for \$3090.09		
This is the amount received from Cruise ship passengers donated to stamp their passports.		

	2020	2019
21 Financial Instruments		
Financial Instrument Categories		
FINANCIAL ASSETS		
Cash & Cash Equivalents	390,683	596,072
Debtors & Other Receivables	97,830	42,832
Total Financial Assets	488,513	638,904
FINANCIAL LIABILITIES		
Creditors & Other Payables	214,561	257,117
Loans	0	832
Finance Leases	3,324	8,495
Total Financial Liabilities at Cost	217,885	266,444
22 Events After Balance Date		
There are no significant events post balance date.		
23 Covid-19 Impact Disclosures		
Management and the Trustees have considered the current and future potential effects on the business caused either directly or indirectly by Covid-19.		
The effect on the overall results for the year ended 30 June 2020 has not been material as loss of income was mitigated by the wage subsidy and reduced expenses.		
Future potential effects are speculative and unknown however the Bay of Plenty is in the privileged position to already attract mostly domestic tourists. Around 80% is domestic tourism visitor spend and 20% international visitor spend (cruise less than 5% visitor spend) so we may see a lessor impact in the Bay of Plenty than in other regions.		
CRUISE		
Cruise ships were banned in New Zealand on 14 March resulting in the loss of cruise income for the remainder of the season.		
The wage subsidy enabled us to continue to pay the cruise employees.		
There is no certainty of when the cruise ships will return to our region and we have budget options for every eventuality.		
TAURANGA i-SITE		
The Tauranga i-SITE was not deemed an essential service and was closed in Level 3 and Level 4.		
Loss of income for this period was offset by the wage subsidy and other measures taken to reduce costs.		
Staff were able to work from home contacting local tourism businesses to assist international visitors in the region and collect data to assist Priority One and The Tauranga Chamber of Commerce. Staff were able to work from home contacting local tourism businesses to assist international visitors in the region and collect data to assist Priority One and The Tauranga Chamber of Commerce.		
MARKETING		
The marketing office was able to continue while working from home. Income was not materially affected, and the marketing budget was reallocated to new domestic priorities.		
WAGE SUBSIDY		
The MSD Wage subsidy was received for cruise and i-SITE staff. A total of \$126,266.40 was received and \$123,106.49 paid to employees up to June 2020 and the remainder \$3159.91 paid in July 2020.		

SERVICE DELIVERY REPORT JULY 2019 – JUNE 2020

Scope of Benchmarking, Monitoring & Evaluation Framework

The activity outlined on the following pages applies to the territorial boundaries covered by the Bay of Plenty Regional Tourism Organisation as recognised by Statistics New Zealand and covering the rateable areas of Tauranga City Council, Western Bay of Plenty District Council and Whakatāne District Council.

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)	Result to June 2020	Status	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.	\$1,082 (to June 2019).	\$1,108m (to June 2020).	\$1,017m (YE June 2020), representing a decrease of 7% from YE June 2019. This is \$91m below the YE June 2020 target. Travel restrictions imposed due to the COVID-19 pandemic have resulted in decreased visitation and spend since March 2020. Coastal BOP was seeing strong growth of visitor spend prior to this (up 8% to \$1,121m in YE Jan 2020).	Not achieved.	\$1,157m (to June 2021).	\$1,207m (to June 2022).
		Implementation of Visitor Economy Strategy 2018-2028.	TBOP Six Month and Annual Reports.	Year 1 of Visitor Economy Strategy 2018-2028 completed.	Implement Year 2 of Visitor Economy Strategy 2018-2028.	Implemented Year 2 of VES, which was the first year of Laying the Foundations (2019-2021).	Achieved.	Implement Year 3 of Visitor Economy Strategy 2018-2028.	Implement Year 4 of Visitor Economy Strategy 2018-2028.
		Implementation of Te Hā Tāpoi The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022.	Achieved.	Continue with year 2 implementation.	Continue with year 3 implementation.
		Support investigation of alternative funding mechanisms.	Report from investigation.	Possible Funding Mechanisms for Tourism report completed by Fresh Info October 2017.	Support investigation of alternative funding mechanisms.	Delayed as the Tauranga City Council Long Term Plan process is now commencing in August 2020.	Not achieved.	Support investigation and implementation of alternative funding mechanisms.	Support investigation and implementation of alternative funding mechanisms.
		Develop methods for monitoring the impact of tourism on our people and place.	Results from implementation of methods.	Identification of gaps in currently available data.	Implement developed methods for monitoring the impact of tourism on our people and place and assess outcomes to determine remaining gaps in information.	Using multiple sources to measure impact of the industry and continuing to evaluate other possible options to fill gaps and/or provide more robust and reliable information.	Achieved.	Implement developed methods for monitoring the impact of tourism on our people and place and assess outcomes to determine remaining gaps in information.	Implement developed methods for monitoring the impact of tourism on our people and place and assess outcomes to determine remaining gaps in information.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Baseline	2019-2020 goal (June 2020)	6-month summary (July to December)
Connect with residents. (Continued over page)	Measure and maintain community social licence with measurement of resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score™). (Continued over page)	Tauranga City Council Residents' Satisfaction Survey.	TCC Residents' Satisfaction Survey - Explanations and notes: The final wave of data collection was conducted in May 2020 and perceptions may therefore have been impacted by COVID-19. Full year results are based on a sample size of n=645, with an associated error margin of +/-4%.				NA	NA	NA
			1. Tauranga is a quality destination for visitors and businesses.	1. Score of 77% (2018). (% agree, scores of 7 - 10)	1. Target score: 77%.	Results for 2019-2020 provide a score of 66% agree, below the target of 77%.	Not achieved.	1. Target score: 78%.	1. Target score: 79%.
			2. The tourism sector has a positive impact on the community.	2. Score of 72% (2018). (% agree, scores of 7 - 10)	2. Target score: 72%.	Results for 2019-2020 provide a score of 76% agree, above the target of 72%.	Achieved.	2. Target score: 73%.	2. Target score: 74%.
			3. Likelihood to recommend Tauranga as a holiday destination to friends and family.	3. Score of +40 (2018).	3. Target score: +40.	The result for 2019-2020 is +27, below the target of +40.	Not achieved.	3. Target score: +41.	3. Target score: +42.
		Whakatāne residents' satisfaction.	Councils' resident satisfaction surveys.	New measure so no current data.	Measures to be confirmed.	Measures confirmed, added questions to Whakatāne DC Residents' Survey. Results from May/June 2019: 1. The tourism sector has a positive impact on the community: Score of 75% (% agree, scores of 7-10) 2. Likelihood to recommend Whakatāne as a holiday destination to friends and family: Score of +50.	Achieved.	Measures to be confirmed. Will update with targets for following years.	Measures to be confirmed. Will update with targets for following years.
		Western Bay of Plenty residents' satisfaction.	Councils' resident satisfaction surveys.	New measure so no current data.	Measures to be confirmed.	Measures confirmed, added questions to Western BOP DC Residents' Survey. Results from 2019-2020 iteration. Sample size of n=708, margin of error +/-4%. 1. The tourism sector has a positive impact on the community: Score of 72% (% agree, scores of 6-10) 2. Likelihood to recommend Western BOP as a holiday destination to friends and family: Score of +13.			

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Strategic priority	Success characteristic	Performance measures
(Continued) Connect with residents.	(Continued) Measure and maintain community social licence with measurement of resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score™).	Implement PR and communications initiatives.	Outcomes of research with residents.	Focus groups with residents undertaken.	Continue to implement PR and communications initiatives.	A key initiative is the No Place Like Home marketing campaign that was rolled out on 8 May 2020 during lockdown. Activations across out-of-home, digital, social, e-newsletter, print and website advertising. Campaign analysis to take place in August 2020. Campaign to be ongoing.	Achieved.	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.	Focus groups with residents undertaken.	Review, refine and continue to implement the Connect with Residents programme.	Continued to implement the Connect with Residents programme with the No Place Like Home Campaign, launched in May. Campaign analysis to take place in August when current activations have finished.	Achieved.	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. (Continued over page)	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.	Tourism Index Score: +55 YE June 2018.	Target Tourism Index Score: +55 or above.	The Tourism Sentiment Index Score for YE Dec 2019 is +56, 1 point above the target score of +55.	Achieved.	Target Tourism Index Score: +56 or above.	Target Tourism Index Score: +56 or above.
			Explore additional methods to measure visitor satisfaction.	New measure so no current data.	Identify or create other potential methods to measure visitor satisfaction and develop baseline.	Visitor satisfaction survey delayed due to Whakaari/White Island eruption. Will pick up next financial year in order to implement in the 2020-2021 summer season depending on travel allowances at the time.	Not achieved.	Continue to implement methods and/or track visitor satisfaction.	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.	TBOP Six Month and Annual Reports.	Visitor Sales & Service Review completed.	Commence Phase 1 implementation.	Phase 1 of Visitor Experience Plan reviewed and implemented.	Achieved.	Continue with Phase 2 implementation.	Continue with Phase 3 implementation.
		Implement Visitor Information Services customer survey.	To be determined.	New measure so no current data.	Determine best approach and implement.	Explored two options for a customer survey. Currently in the process of evaluating options, with a view to implement the best fit program in the second half of 2020. Delayed due to the Whakaari/White Island eruption and COVID-19 pandemic.	Not achieved.	Continue to implement methods and/or track performance.	Continue to implement methods and/or track performance.
		Provide fit-for-purpose Visitor Information Services.	Visitor Information Services customer survey (when implemented) and TBOP Six Month and Annual Reports.	New location for Tauranga i-SITE approved.	Provide fit-for-purpose Visitor Information Services.	Tauranga i-SITE operating from new location, with services aligned to provide consistent, high quality, fit-for-purpose visitor information services. Continually reviewing, i.e., engaged with other i-SITE managers to share knowledge and experiences, looking into options to better service domestic market due to international border closures.	Achieved.	Provide fit-for-purpose Visitor Information Services.	Provide fit-for-purpose Visitor Information Services.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Strategic priority	Success characteristic	Performance measures
(Continued) Enhance the visitor experience.	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.	Tauranga City Council delayed detailed design until next financial year, subject to funding being re-confirmed in Council's Annual Plan.	Not achieved.	Commence build of Te Tomokanga.	Operate from Te Tomokanga.
		Relocate the Tauranga i-SITE.	To be determined.	New location for Tauranga i-SITE approved.	Tauranga i-SITE location secured.	The Tauranga i-SITE was relocated to The Strand in November 2019. and fully functional at Alert Level 1 (with some extra hygiene measures kept in place due to the COVID-19 pandemic).	Achieved.	Operate from new Tauranga i-SITE location.	Operate from new Tauranga i-SITE location.
		Assess need for other touchpoints.	To be determined.	Visitor Sales & Service Review confirmed model for visitor touchpoints.	Identification of need for other visitor information services touchpoints.	Identified touchpoints needed: Livechat, Bayfair presence, kiosk opportunities at major events. To be implemented during the 2020-2021 financial year.	Achieved.	Commence design and set up for other touchpoints.	Review and refine as necessary.
	Connect the destination experience with the region's Place DNA™ and target markets.	Implementation of Te Hā Tāpoi The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022, which involved identifying products and experiences aligned with Place DNA™. The DoC wall in the Tauranga i-SITE will be updated to feature iconic local wildlife.	Achieved.	Continue with year 2 implementation.	Continue with year 3 implementation.
Grow capability and increase supply. (Continued over page)	Identify and promote tourism experiences and products which support Te Moananui ā Toi the Coastal Bay of Plenty's Place DNA™.	Implementation of Te Hā Tāpoi The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022, involving promoting products and experiences aligned with Place DNA™, sharing the Coastal BOP Brand Storybook with operators via workshops, meetings, and communications activity.	Achieved.	Continue with year 2 implementation.	Continue with year 3 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 Memorandums of Commitment (MOC) with Iwi.	Hapū and Iwi relationships developed and MOCs with Iwi established.	Feedback from Hapū and Iwi.	Building relationships with Iwi.	MOCs with Iwi upheld.	Two signed MOCs upheld, 1 pending, and another in discussion with an Iwi outside of Tauranga Moana. However, whilst the goal is the same, the focus from here on in will be building relationships with Iwi/Hapū.	Achieved.	MOCs with Iwi upheld.	MOCs with Iwi upheld.
		New product development or enhancement of existing product/s.	New or enhanced product/s.	1 new product development.	1 new product development or enhancement of existing product.	Goal exceeded with 12 new cultural tourism experiences launched over the YE June 2020, and product enhancements made by 15 existing operators. Using a kaupapa-Māori based framework, the Tauranga Moana roopū had a wānanga to establish values/principles and to see what type of collective was suitable for them.	Achieved.	1 new product development or enhancement of existing product.	1 new product development or enhancement of existing product.
	Establish and maintain passion groups for development to align experiences with target markets.	Development of passion groups throughout Te Moananui ā Toi the Coastal Bay of Plenty.	Passion groups outcomes.	Passionography research completed.	3 passion groups meetings	1 passion group meeting held, focussed on 'Surfers & Beach Lovers'. The COVID-19 pandemic interrupted plans for further meetings. The passionography plan was reviewed for 2020-2021 considering the domestic visitor focus due to COVID-19.	Not achieved.	3 passion group meetings.	3 passion group meetings.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Strategic priority	Success characteristic	Performance measures
(Continued) Grow capability and increase supply.	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.	New measure so no current data.	Identify and support opportunities for new 'tourism with purpose' initiatives.	Has been difficult to find the right fit with local organisations which has delayed this activity. However, several potential Tourism with Purpose products have been identified. TBOP will look to issue an RFP, working with Bay Conservation Alliance, to encourage existing operators to bring one of these to reality in the 2020-2021 financial year. TBOP supported initiatives by sharing stories about social enterprises and environmentally focused events via TBOP marketing channels.	Not achieved.	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 the TIA Tourism Sustainability Commitment as of September 2018.	Industry support the TIA Tourism Sustainability Commitment.	A total of 33 tourism organisations in Coastal BOP support the TIA Tourism Sustainability Commitment as of June 2020.	Achieved.	Industry support the TIA Tourism Sustainability Commitment.	Industry support the TIA Tourism Sustainability Commitment.
		Increased awareness of Tiaki Promise among visitors.	To be determined.	New measure so no current data.	Explore and implement opportunities to increase awareness of Tiaki Promise.	i-SITE staff uniforms display Tiaki Promise. Staff share Tiaki Promise messaging with visitors enquiring about outdoor activities.	Achieved.	Review and refine strategies.	Review and refine strategies.
		Explore potential options for understanding and measuring environmental regeneration and implement any suitable options.	To be determined.	New measure so no current data.	Explore potential options for understanding and measuring environmental regeneration.	Explored options and identified Green Destinations certification as first step in this process. This will measure environmental sustainability. As part of this, TBOP submitted an application to top 100 sustainable destinations competition. Have identified three potential frameworks to move to measuring regeneration following this.	Achieved.	Implement suitable options or measures (if any).	Continue to implement suitable options or measures (if any).

KRA 2: Attracts Business, 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)	Result to June 2020	Status	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.	Domestic visitor spend was \$802m in the YE June 2020, a decrease of 7.5% compared to YE June 2019. This does not meet the goal of 3.7% growth per annum. Coastal BOP was seeing good levels of growth of domestic visitor spend prior to COVID-19 (up 6.3% to \$870m in YE Jan 2020). Travel restrictions imposed due to the COVID-19 pandemic have resulted in decreased visitation and spend since March 2020.	Not achieved.	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.	International visitor spend was \$215m in the YE June 2020, a decrease of 5.6% compared to YE June 2019. This does not meet the goal of 5.3% growth per annum. Coastal BOP was seeing good levels of growth of domestic visitor spend prior to COVID-19 (up 16% to \$250m in YE Jan 2020). Travel restrictions imposed due to the COVID-19 pandemic have resulted in decreased visitation and spend since March 2020.	Not achieved.	Increase by 5.3% per annum.	Increase by 5.3% per annum.
	Cruise market: Increasing cruise sector spend.	Increase cruise sector spend by an average of 3.4% per annum.	MBIE Tourism Satellite Account.	\$66m (to June 2018).	Increase by 3.4% per annum.	The tail end of the cruise sector was affected by the COVID-19 pandemic (with 7 fewer ships and approximately 30,000 fewer passengers than expected) and this will have impacted spend. Spend information will be available later in 2020.	Not achieved.	Increase by 3.4% per annum.	Increase by 3.4% per annum.
Target the right visitors at the right times with the right messages. <i>(Continued over page)</i>	Collaborate with strategic partners to drive visitation during off-peak seasons. <i>(Continued over page)</i>	Develop methods to understand current visitation patterns and profiles.	Identifying or developing methods to understand current visitation patterns and profiles.	Information wants and needs identified.	Identify or develop methods to understand and track visitation patterns and profiles.	Have identified high, shoulder and off-peak seasons, an idea of daily activity and impact of cruise and events, regional hot spots based on spend activity, and key access points for drive market. Additional methods scoped and will be implemented in 2020-2021 where possible.	Achieved.	Review and refine methods and monitor.	Review and refine methods and monitor.
		Understand optimum visitor levels. <i>(Continued over page)</i>	Creation of calendar of visitation patterns.	Scoped information needs and sources.	Create calendar of visitation patterns.	Have indicative calendar of visitation patterns using monthly spend data (MBIE). Additionally, indicative daily spend data provides a more granular view (Marketview Tourism Dashboard).	Achieved.	Keep calendar of visitor patterns up to date.	Keep calendar of visitor patterns up to date.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Status	2020-2021 goal (June 2021)	2021-2022 goal (June 2022)
(Continued) Target the right visitors at the right times with the right messages.	(Continued) Collaborate with strategic partners to drive visitation during off-peak seasons.	(Continued) Understand optimum visitor levels.	Identifying or developing methods to understand optimum visitor levels.	New measure so no current data.	Identify or develop methods to understand optimum visitor levels.	Approximately 50% of accommodation providers registered with the MBIE Accommodation Data Programme which will provide indication of capacity and occupancy and allow insight into optimum visitor levels. Calls being made to remaining providers to encourage participation. This Programme is a MBIE initiative and we are working to their timetable.	Not achieved.	Review and refine methods and track.	Review and refine methods and track.
		Utilise passionography to redefine marketing plans and activities.	Activation of campaigns using market propositions.	Passionography research completed.	Utilise passionography to redefine marketing plans and activities.	Local campaign informed by passionography research is well underway. A domestic campaign which is fully focussed on niche markets and evolving our brand has been briefed and the agency has been engaged.	Achieved.	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.	New measure so no current data.	Undertake Brand Storybook development, and develop story theme, and identify storytellers and influencers.	The Storybook is complete. Tactical activity is completely focused on storytelling, including using local operators as storytellers, and Place DNA™ is being used in all communications. The next step is the roll out of the Brand Storybook to the wider industry.	Achieved.	Continue implementation of story theme strategies.	Continue implementation of story theme strategies.
		Develop a new website with online visitor sales & service capability.	New website developed.	Researched visitor preferences and determined new website needed.	Develop new website with online visitor sales & service capability.	New website launched in March 2020. Online visitor sales & services functionality in progress but not yet implemented. Delayed due to the Whakaari/White Island eruption and the COVID-19 pandemic.	Not achieved.	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.	Achieved goal to review and refine trade to align with target markets. However, direct marketing was put on hold from April 2020 due to COVID-19 whilst all borders are closed. Markets could look quite different once borders open thus another review may be required in the 2020-2021 financial year.	Achieved.	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 Tauranga City Council City Events Strategy and other initiatives during shoulder seasons.	Bi-monthly meetings between TCC City Events and TBOP Go-to-market team identifying key events for collaborative marketing.	Bi-monthly meetings between TCC City Events and TBOP Go-to-Market team identifying key events for collaborative marketing.	Bi-monthly meetings between TCC City Events and TBOP Go-to-Market team identifying key events for collaborative marketing.	Attended more than two meetings with TCC events team. Event promotion via digital channels achieved.	Achieved.	Bi-monthly meetings between TCC City Events and TBOP Go-to-Market team identifying key events for collaborative marketing.	Bi-monthly meetings between TCC City Events and TBOP Go-to-Market team identifying key events for collaborative marketing.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Status	2020-2021 goal (June 2021)	2021-2022 goal (June 2022)
Grow capability and increase supply. <i>(Continued over page)</i>	Implement Visitor Economy Strategy 2018-2028 and Te Hā Tāpoi The Love of Tourism 2019-2022 to grow the visitor economy and enable public and private investment decisions.	Implementation of Visitor Economy Strategy 2018-2028 and Te Hā Tāpoi The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism 2019-2022 identifying next steps.	Implement year 2 of Visitor Economy Strategy 2018-2028 and year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022 and year 2 of VES. Visitor economy was growing (at a rate above the national average) prior to the COVID-19 pandemic. TBOP has participated in discussions with stakeholders regarding hotel investment, a local ferry, and other infrastructure projects.	Achieved.	Continue with next year of implementation.	Continue with next year of implementation.
		Participation in Bay of Connections Regional Growth Study Implementation Committee.	Participation in Bay of Connections Regional Growth Study Implementation Committee.	Previous participation.	Participate in Bay of Connections Regional Growth Study Implementation Committee.	BOPRC disestablished the committee, therefore participation no longer required.	Not achieved.	Participate in Bay of Connections Regional Growth Study Implementation Committee.	Participate in Bay of Connections Regional Growth Study 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.	To be determined.	New measure so no current data.	Identify opportunities and connect with applicable Council staff members.	Working in conjunction with Council staff and Ngāti Hangarau on the Omanawa Falls project. Visited the Falls with Council staff and elected members followed by a hui and plan moving forward was developed. A submission was made to reconfirm the TIF funding in conjunction with TCC and Veros.	Achieved.	Continue to work with council staff.	Continue to work with council staff.
		New or revamped public buildings and spaces are designed and planned through a destination management lens.	To be determined.	New measure so no current data.	Identify opportunities and connect with applicable Council staff members.	This is a long-term process. Two projects have been identified to date and applicable Council staff are being engaged with: 1. Working with BOP Regional Council on Pāpāmoa Hills Regional Park; and 2. Planning for storyboarding concepts around Pilot Bay with TCC.	Achieved.	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.	New measure so no current data.	Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Presented to Fullers Ferry alongside Priority One to encourage continued investment/development. Worked through next steps for hotel development attraction & coordinated approach moving forward. Working with BayStation on product concepts for their new land acquisition.	Achieved.	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 international products were established; however, one closed during the COVID-19 pandemic. The next step will be on development and restart for all tourism businesses firstly within the domestic market (due to international border closures) and, when time is right, preparing the right product for the international market.	Not achieved.	2 new export-ready operators.	2 new export-ready operators.
	<i>(Continued over page)</i>								

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Status	2020-2021 goal (June 2021)	2021-2022 goal (June 2022)
(Continued) Grow capability and increase supply.	(Continued)	Tourism operators supported to maintain Qualmark status.	Qualmark.	58 Qualmark operators (January 2019).	Host 1 Qualmark workshop for operators.	Qualmark workshop held for cruise operators prior to the 2019-2020 cruise season.	Achieved.	Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for operators.
	Assist existing, new and potential tourism operators with mentoring and support to develop capability and sustainability.	Tourism operators supported to develop capability.	Number of tourism operators being assisted with mentoring and support.	11 operators in Tauranga Moana Roopū with the goal of being market-ready by 30 Sept 2019.	Organise 6 industry capability building workshops.	Hosted workshop with Anna Pollock and ran 10+ capability building workshops across the region throughout the financial year, thus exceeding goal of 3 workshops.	Achieved.	Organise 6 industry capability building workshops.	Organise 6 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.	New measure so no current data.	Map of regional infrastructure and experiences developed, and gaps identified.	Project to map regional infrastructure and experiences is underway but delayed. This project was put on hold due to the Whakaari/White Island eruption and COVID-19 and therefore started months later than originally planned. Data sources have been scraped and information collated, products and experiences have been categorised. Expected delivery date for map (phase one) is end of August.	Not achieved.	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)	Result to June 2020	Status	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 Visitor Economy Strategy 2018-2028 and Te Hā Tāpoi The Love of Tourism 2019-2022.	Implementation of Visitor Economy Strategy 2018-2028.	TBOP Six Month and Annual Reports.	Year 1 of Visitor Economy Strategy 2018-2028 completed.	Implementation of Year 2 of Visitor Economy Strategy 2018-2028.	Implemented year 2 of VES, providing leadership and support for the tourism industry.	Achieved.	Implementation of Year 3 of Visitor Economy Strategy 2018-2028.	Implementation of Year 4 of Visitor Economy Strategy 2018-2028.
		Form and engage a Leadership Advisory Group.	To be determined.	New measure so no current data.	Continue to engage with leaders as needed.	Have continued to engage with leaders, however the formation of the Leadership Advisory Group was delayed due to the COVID-19 pandemic. Review of Terms of Reference for Leadership Advisory Group post COVID-19. Chair engagement underway.	Not achieved.	Continue to engage with leaders as needed.	Continue to engage with leaders as needed.
		Implementation of Te Hā Tāpoi The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Implemented year 1 of Te Hā Tāpoi The Love of Tourism 2019-2022, providing leadership and support for the tourism industry.	Achieved.	Continue with year 2 implementation.	Continue with year 3 implementation.
	TBOP will provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services to Councils.	Tourism forecasts and other capacity measures.	Tourism forecasts and other capacity measures.	2018-2028 forecasts.	Updated forecasts and development of measures.	Forecasts 2018-2028 and visitation patterns data shared with stakeholders. Forecasts have not been updated due to uncertainty caused by COVID-19. This is on hold until 2020-2021, dependent on market conditions.	Not achieved.	Continued implementation of research and insights projects.	Continued implementation of research and insights projects.
		Councils' feedback.	To be determined.	Successful participation in last round of annual planning with Councils.	Participation in annual planning with Councils.	Participated in annual plan process with Council.	Achieved.	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.	Tourism forecasts (2018-2028) shared with interested parties.	Continue to share useful insights.	Continuing to share available data with Councils, operators and other stakeholders to help with decision making. This includes sharing the weekly spend figures for Coastal BOP since the start of the COVID-19 pandemic to provide an indication of impact and recovery - sharing with Councils, Priority One and the Tauranga Chamber of Commerce.	Achieved.	Continue to share useful insights.	Continue to share useful insights.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Status	2020-2021 goal (June 2021)	2021-2022 goal (June 2022)
Partnerships and collaboration.	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 & Communications Plan.	Councils' feedback – TBOP Six Month and Annual Reports.	Stakeholder Engagement & Communications Plan completed.	Year 1 implementation of plan.	Implemented year 1 of Stakeholder Engagement & Communications Plan, involving increased reach and frequency of engagement with stakeholders and industry.	Achieved.	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.	3 x IAG meetings held in YE June 2019.	2 x meetings of IAG per year.	Reviewed plans in place for more regular industry engagement within passionography workshops, the Breakfast Business Connect programme, industry forums, and one on one meetings instead of the IAG. The IAG provided a voice for a very limited number of industry businesses and did not provide a full and complete landscape picture for TBOP.	Not achieved	2 x meetings of IAG per year.	2 x meetings of IAG per year.
		Work with the Industry Advisory Group (IAG) to understand current landscape, capacity, gaps and opportunities.	Track progress of opportunities identified and actioned.	New measure so no current data.	Actions taken to progress any identified opportunities (if applicable).	Breakfast Business Connects developed as an opportunity to bring businesses together for networking. 5 Breakfast Business Connect meetings were held.	Achieved.	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.	Hosted 2 x networking events in YE June 2019.	3 networking events per year.	Held more than three networking events, including 2 Industry Forums and 5 Breakfast Business Connects. The most recent Industry Forum was held at Hotel Armitage on Thursday 25 June. TBOP updated on post-COVID-19 marketing activity and future domestic campaign plans. Tourism New Zealand General Manager Domestic Bjoern Spreitzer also presented. .	Achieved.	3 networking events per year.	3 networking events per year.

Strategic priority	Success characteristic	Performance measures	Data source	Baseline	2019-2020 goal (June 2020)	Result to June 2020	Status	2020-2021 goal (June 2021)	2021-2022 goal (June 2022)
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 2018-2019: Achieved.	Manage P&L to budget.	Budget achieved; any loss of income due to the COVID-19 pandemic has been offset by reduction in expenses.	Achieved	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.	TBOP Six Month and Annual Reports: Achieved.	Achieved	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.	All compliance and regulatory obligations have been met.	Achieved	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.	All Enterprise Risk Management obligations have been met.	Achieved	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.	Achieved	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.	Budget achieved, TBOP Six Month and Annual Reports also achieved.	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.



INDEPENDENT AUDITOR’S REPORT

<Will be added once audit is complete>

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