

14 December 2020



Michael Smith
Chairperson
Bay Venues Limited
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Via email: michael.smith@hobec.co.nz

Dear Michael

Letter of Expectation from Tauranga City Council to Bay Venues Limited for 2021-2022

This letter of expectation is intended to provide strategic direction and key areas of focus to inform the development of Bay Venues Limited's (BVL) Statement of Intent (SOI) for 2021-2024. This letter has been informed by discussions with councillors and staff, setting out general expectations and key strategic expectations for BVL.

Council's partnerships with its CCOs help us successfully deliver our community outcomes, which have been recently updated during development of Tauranga City Council's Long-Term Plan 2021 – 2031. Our new community outcomes are:

- **We value and protect our environment** – Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it
- **We have a well-planned city** – Tauranga is a city that is well planned with a variety of successful and thriving compact centres and resilient infrastructure
- **We can move around our city easily** – Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices
- **We support business and education** – Tauranga is a city that attracts and supports a range of business and education opportunities, creating jobs and a skilled workforce
- **We are inclusive, and value our culture and diversity** – Tauranga is a city that recognises and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy.

Principles and City Future Project

We are committed to making a difference to people in our community through what we do as a council, and how we do it. Council has developed five principles that are about how we do things as a council, and we would like to see the CCOs operating consistently with these principles.

- We deliver value for our communities through prudent financial management, ensuring we plan and provide affordable fit-for-purpose services.
- Sustainability and resilience underpin our decision making and service delivery, protecting the future of our city.

- We work in partnership with Tangata Whenua, our communities, sub-regional stakeholders and central government.
- We manage the balance between social, economic, cultural and environmental wellbeing of our communities.
- We listen to our communities and make transparent, evidence-based decisions.

Council is also facilitating the City Future Project (previously referred to as the Strategic Framework Project or the City Vision Project). This is a multi-agency project which will develop a strategic framework for Tauranga City that clearly outlines:

- the issues/challenges and opportunities that the city faces (current and future);
- a vision of where we want to be, including a set of community outcomes;
- key actions to achieve the vision with lead agencies identified; and
- measures for success.

BVL has already been involved in City Future Project workshops and we hope you will continue to contribute to this project and be part of its implementation.

Specific areas of focus

We look forward to working with you over the next few months to put in place a fit-for-purpose governance structure, as a result of the recommendations coming out of the McGredy Winder strategic review of BVL.

Further to the recommendations of the recent Pedersen review of Council's CCOs, we also look forward to working with you on incorporating the concept of the 'Tauranga City Council Group' and its common desired community outcomes as an overarching principle of accountability documents, and interactions between the respective organisations. This includes a requirement to use the TCC logo alongside the BVL brand when promoting any activity, service or facility receiving council funding.

We look forward to working together on the development of a CCO template to use when drafting the SOI, as well as a set of common key performance measures.

As per the Pedersen review, we ask that the council and CCOs have common values and expectations of staff and management behaviour that collectively sets the tone for the broader culture of all council organisations and that these be incorporated into the accountability documents. It is also expected that the council and BVL executive teams meet periodically to set the scene for collaboration between the respective organisations.

Statement of Intent

Council expects that the strategic priorities contained in this Letter of Expectation will be reflected in BVL's Statement of Intent (SOI) and supported by key performance indicators (KPIs) where appropriate. Council looks forward to receiving your draft SOI by 1 March 2021.

We would like to take this opportunity to re-iterate the purpose of the SOI:

- a) state publicly the activities and intention of a CCO for the year and the objective to which those activities will contribute;
- b) provide an opportunity for shareholders to influence the direction of the organisation; and
- c) provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.

Long Term Plan 2021 – 2031

The next Long-term Plan (LTP) will take effect from 1 July 2021 and as one of the main strategic documents for Council, the planning process has already begun. We appreciate BVL's participation in the process to date and expect this collaborative approach will continue.

Thank you again for your contribution to this process. We look forward to working together in 2021 and beyond.

Yours sincerely



Tina Salisbury
Acting Mayor of Tauranga

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