



13 December 2021

Laurissa Cooney
Chair, Tourism Bay of Plenty
8 Wharf Street
Tauranga 3110

By email: laurissa@laurissacooney.com

Tēnā koe Laurissa

Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2022-2023

We acknowledge that the past 12 months have once again been a challenging time for Tourism Bay of Plenty (TBOP), with the ongoing uncertainty of COVID. The Councils recognise the difficulties this creates, particularly in the tourism industry, and we would like to commend you, your Board and the TBOP team for the huge effort and dedication that you have all shown this year.

We have had good dialogue over the past ten months, and we are heartened by the Board's commitment to building strong relationships and aligning the organisation more closely to the Councils' expectations.

As Commissioners and Elected Members, we are privileged to hear from our community. The biggest part of our work programme to date has been the adoption of our Long-Term Plans for 2021-2031, where we listened to iwi, business, community leaders and residents expressing their aspirations for the future of Tauranga Moana and the wider Western Bay of Plenty. We expect that TBOP will continue to be part of these conversations as we develop our City Vision and further strategic direction for Tauranga city and the Western Bay of Plenty District.

The decisions adopted affect the social, cultural, environmental and economic well-beings of our region – now and in the future. An overwhelming sentiment was for the councils to deliver more investment into the community, and the commitment we made is to “put the community at the heart of everything we do”.

Community outcomes

Council's community outcomes are the starting point for our Long-term Plan and guide our decision-making. We have chosen three specific outcomes for TBOP to consider during the development of your Statement of Intent:

- **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. While we recognise that TBOP is seen as leading the way nationally in terms of its regenerative tourism strategy, we would like to see more clarity in terms of how the extra investment from TCC has benefitted the ratepayers of our city. A specific request from Western Bay of Plenty District Council is for a focus, within their District, towards walking and cycling.
- **We are inclusive** – Tauranga is a city that recognises and promotes partnership with tangata whenua, and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy. It's pleasing that the boards of our council-controlled organisations are keen to embrace the opportunity for mana whenua representation at the board table. We look forward to working together on these appointments in January 2022.
- **We recognise we are an integral part of the wider Bay of Plenty region and upper North Island** – Tauranga is a well-connected city having a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region. A specific request from Western Bay

of Plenty District Council is that TBOP maintains training and upskilling tourism providers across the region. In addition, the Commissioners would like to see a strong focus from TBOP on the rebuild of the tourism industry following the impacts of the COVID pandemic.

Accountability and Transparency

The councils are required to provide accountability for the public funds that it provides across the business, and for not-for-profit organisations. We would also like to see TBOP identify opportunities to deliver operational efficiencies through shared service delivery models with Council and look forward to seeing the results of this in the coming year.

Transparency requires visibility of funding to ensure that it has been used for intended public-good outcomes. In particular, we would like to see the Board work towards having more public oversight.

Purpose and values

In addition, Tauranga City Council has an overarching purpose statement and values that we expect our staff to observe, which should also guide how staff of our council-controlled organisations are expected to work with the Councils and the community, and be incorporated into your accountability documents:

Our purpose – we're here to make Tauranga better

Our values:

- pono/integrity – *we do what we say we will do*
- manaakitanga/respect – *we listen to all views and show we care*
- whaia te tika/service – *we do the right thing for our community and each other*
- whanaungatanga/collaboration – *we work together and create connections.*

Through our governance-to-governance meetings we have begun the mahi of building strong relationships and can expect to continue this in the coming year. The Pedersen Review (2020) recommended *“that the concept of the Council and its council-controlled organisations being part of a ‘Tauranga City Council Group’ that has common desired community outcomes, be the overarching principle of accountability documents and interactions between the respective organisations.”*

We have included a Statement of Intent template with this year's Letter of Expectation, to provide clearer guidance to our council-controlled organisations, and to ensure greater group consistency.

We also expect that you will work with us and our other council-controlled organisations on the promotion of Tauranga and the Western Bay of Plenty as a destination, including supporting TCC with the development of a Tauranga city brand, as well as the implementation of our city events strategy once it has been adopted.

In addition, the Councils expect all council-controlled organisations to actively seek opportunities to utilise the Tauranga City Council and Western Bay of Plenty District Council logos and seek to promote them as the main contributors to operating costs.

Governance and Board professional development

The Councils have a role in providing training including the induction for new board members. Other training which has more recently been offered includes *Te Kete ā Rohe: Cultural Connections* and we are delighted that many of TBOP's trustees have taken up this enriching opportunity.

Tauranga City Council will provide additional training in 2022, including *Openness and Transparency (Office of the Ombudsman)* and *Managing Risk, Improving Trust and Confidence (Office of the Auditor General)*. These half-day sessions are tailored around council-controlled organisations and offer examples from around the country. Further information will be provided once the details are confirmed.

COVID-19 - Health, Safety and Wellbeing

We take heart in the work that our council-controlled organisations have delivered under the strain of the COVID-19 global pandemic. It is essential that our business continuity plans are updated to include contingency strategies, including the legislative responsibilities for keeping people safe while providing services that deliver to the social wellbeing of our community.

Statement of Intent

The Councils expect that the strategic priorities contained in this Letter of Expectation will be reflected in TBOP's Statement of Intent and supported by performance indicators measures where appropriate - with significantly less (i.e. no more than ten in total) key performance indicators than previously in TBOP's Statement of Intent for 2021-2022 - and with a greater focus on those measures that can clearly demonstrate the value that TBOP brings to the region. There are still challenges ahead but we believe that by working collaboratively, with a shared approach, goals and culture, the Councils and their council-controlled organisations can deliver best value for money, high-quality and cost-effective outcomes, and services for our community.

Thank you again for your contribution to this process. We look forward to receiving your draft Statement of Intent by 1 March 2022 and to working together next year, and beyond.

Ngā mihi

Anne Tolley

**COMMISSION CHAIR
TAURANGA CITY COUNCIL**

Garry Webber

**MAYOR
WESTERN BAY OF PLENTY DISTRICT**

Cc: Oscar Nathan, General Manager: Tourism Bay of Plenty – oscar@bayofplentynz.com