

28 November 2022

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Tēnā koe Simon

Letter of Expectation from Tauranga City Council to Bay Venues Limited for 2023-2024

We are pleased with the Bay Venues Limited (Bay Venues) Board's commitment to building strong relationships and aligning the organisation more closely to Tauranga City Council's (Council) expectations.

We would like to see a continued commitment to implementing the remaining two of the ten recommendations from the 2021 Bay Venues Strategic Review, which are due for completion by 30 June 2023. We expect the collaborative work with Tauranga City Council around restructuring Bay Venues' finance and funding model to be more transparent, simple and easy to understand will be implemented in the Long-term Plan 2024-2034.

Council expects all council-controlled organisations to actively seek opportunities to use the Tauranga City Council logo, and to promote us as the main contributor to operating costs. The development of a City Brand will further enhance these branding and alignment opportunities.

Community outcomes

We have made a commitment to "put the community at the heart of everything we do" and to create a vibrant city. The *Our Direction Tauranga 2050* [document](#) provides Council's strategic framework which informs our community outcomes, guides decision making and supports our overarching [City Vision, Together we can](#). We have chosen three [community outcomes](#) for Bay Venues to include in the development of your Statement of Intent, which align with the three pillars of our City Vision:

- **We have a well-planned city which fuels possibility**
Tauranga is well-planned, with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities. We need your support with the implementation of the Blake Park, Baypark and the Tauranga Domain masterplans, key strategic projects, aquatic and recreation projects. We would also like your active participation in implementing the Tauranga Events, Action & Investment Plan. Facilities and renewals planning should also be aligned with our strategic priorities and investment planning for the Long-Term Plan.
- **We are inclusive and lift each other up**
Tauranga is a city that recognises and promotes partnership with tangata whenua and diverse communities. We foster and grow our communities, celebrate differences and lift up those who are vulnerable. Bay Venues should continue to strive towards increasing community access and participation for diverse groups. This includes demonstrating enhanced cultural awareness to ensure people of all ages and backgrounds are included, feel safe, connected and healthy.

We are looking forward to seeing the outcomes of the social return on investment piece of work, which will be undertaken in collaboration with TCC and the Art Gallery, and the subsequent implications and opportunities from this research. This could include developing key performance indicators around greater diversity, cultural awareness and accessibility. It has been fantastic to

see the appointment of an aspiring board director and a mana whenua representative on the Bay Venues' Board in the past year.

- **We value and protect our environment and prioritise nature**

Tauranga is a city that celebrates our natural environment and outdoor lifestyle, and actively works to protect and enhance it. We are delighted that Bay Venues is already identifying energy saving projects. We would like you to work alongside Council to measure, monitor and mitigate your greenhouse gas emissions. This will help mitigate risks including increased energy prices, exposure to potential regulatory changes and greater adaptation requirements and costs in the future. In addition, the new Climate Action and Investment Plan will help guide city-wide and Council specific environmental focus areas.

Accountability and Transparency

Council must demonstrate accountability for the public funds that it provides across the business and for not-for-profit organisations, ensuring funds are used for intended public-good outcomes.

Transparency is particularly important for entities that have a mix of commercial and publicly funded activities, so we would like to see half yearly and annual reporting, with joint storytelling opportunities taken up in between these reports to engage the community. We would like to see the Board move towards publishing online more information about what it does and how it operates, for the community to access. We note that Bay Venues is subject to Local Government Official Information Act requests, and we support more reporting and information being published.

We understand that Council and the Bay Venues' Executive are already identifying opportunities together to deliver greater alignment and operational efficiencies through shared service collaboration. We look forward to seeing this collaboration in action, a user fees and charges review, increased efficiency, combined resource planning and Long-Term Plan capital planning in the coming year.

Board professional development

Council has a role in providing training, including the induction for new board members and the opportunity for them to attend *Te Kete ā Rohe: Cultural Connections*, an enriching two-day course.

Council will provide additional training in 2023, including *Managing Risk, Improving Trust and Confidence* run by the Office of the Auditor General. This half-day session will be tailored around council-controlled organisations and offer examples from around New Zealand.

Statement of Intent

Council expects that the strategic priorities contained in this Letter of Expectation will be reflected in Bay Venues' Statement of Intent and supported by performance indicator measures where appropriate.

The Commissioners believe that by working collaboratively, with a shared approach, goals and culture, the Tauranga City Council whānau can deliver best value for money, high-quality and cost-effective outcomes, and services for our community.

Thank you for your contribution to this process. We look forward to receiving your draft Statement of Intent by 1 March 2023.

Ngā mihi

Anne Tolley

COMMISSION CHAIR

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