

COUNCIL CONTROLLED ORGANISATIONS

Tauranga City Investments Limited (TCIL)

Tauranga City Investments Limited was incorporated on 15 February 2005. The company is wholly owned by Tauranga City Council. A Statement of Intent was adopted by Council for the year ended 30 June 2011.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	Parent 2010/11 \$000	Parent 2009/10 \$000	Consolidated 2010/11 \$000	Consolidated 2009/10 \$000
Revenue	8	7	12,446	8,872
Expenditure	(8)	(8)	10,220	9,251
(Deficit)/Surplus	0	(1)	2,226	(379)
Tax Expense/(Benefit)			(278)	5,563
Net (Deficit)/Surplus for the year	0	(1)	2,504	(5,942)

Statement of Intent Performance

The company has complied with section 64 of the Local Government Act 2002 and has had the Statement of Intent formally adopted by Council for the year ended 30 June 2011.

	Objectives for 2010/11		Performance Indicators	Target	Actual
1.	To meet best practice standards in the management of assets and investments.	1.1	Ensure subsidiaries have Asset Management Plans (AMP) in place.	June 2011 (TCAL have achieved this objective at June 2009).	TCVL and TCAL asset management plans are in place and have been regularly monitored.
2.	To meet and exceed the expectation of Tauranga City Council and all of the stakeholders of the company.	2.1	Meet legal and service delivery obligations as outlined in the LTCCP and Statements of Intent of TCAL and TCVL.	Investments in TCAL and TCVL achieve the objectives in their Statement of Intent and LTCCP.	Statement of Intent and LTCCP objectives were met.
3.	To develop a strategic plan for both the short term and long term investment in Tauranga City Aquatics Limited (TCAL) and Tauranga City Venues Limited (TCVL) and other opportunities which may arise for services provided by Tauranga City Council.	3.1	TCAL subsidiary to adopt a Strategic Plan.	June 2011	
		3.2	TCVL operating Bay Park Stadium and working on construction and future operation of the Tauranga Indoor Sports and Exhibition Centre.	Business Strategy developed and being implemented by June 2011.	TCVL Board and General Manager have developed a new long term strategic plan during the year.
4.	To develop and enhance the assets and investments within the control of the company.	4.1	Commercial value of shareholder's investment is considered by the Directors to equate to the shareholder's funds as disclosed in the Statement of Financial Position.	100%	
5.	To so operate the assets and investments within its control that the company meets all of its financial and non-financial targets.	5.1	Gross revenue and expenditure targets met in accordance with approved budgets.	Compliance with budget.	Achieved.
		5.2	Ratio of shareholder funds to total assets remains at 1:1, excluding the impact of depreciation which is funded and retained by Tauranga City Council.	100%	
6.	To develop monitoring systems that will enable the Directors to measure the success of the company.	6.1	Subsidiary to provide quarterly financial reporting and analysis.	Quarterly compliance	Subsidiary reporting requirements were met.
		6.2	Statutory and shareholder reporting accurate and timely.	100%	Achieved 100%.

COUNCIL CONTROLLED ORGANISATIONS

Tauranga City Aquatics Limited (TCAL)

Tauranga City Aquatics Limited was incorporated on 17 February 2005. It is wholly owned by Tauranga City Investments Limited. TCAL has been established to run Council's aquatic facilities and to oversee their operation. A Statement of Intent was adopted by Council for the year ended 30 June 2011.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	2010/11 \$000	2009/10 \$000
Revenue	6,643	5,831
Expenditure	7,781	7,109
(Deficit)/Surplus	(1,138)	(1,278)
Tax Expense/(Benefit)	(313)	3,006
Net (Deficit)/Surplus for the year	(825)	(4,284)

Statement of Intent Performance

The company has complied with section 64 of the Local Government Act 2002 and has had the Statement of Intent formally adopted by Council for the year ended 30 June 2011.

	Objectives for 2010/11	Performance Indicators	Target	Actual																
1.	To meet, and where possible exceed, the expectation of Tauranga City Investments Limited, Tauranga City Council, and all of the stakeholders of the company.	<ul style="list-style-type: none"> To ensure we comply with our adopted Statement of Intent. 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> 100% 																
2.	To operate the aquatic and leisure facilities within its control so that the company meets all financial and non-financial targets.	FINANCIAL TARGETS																		
		Business and Financial Monitoring																		
		<ul style="list-style-type: none"> To achieve and or exceed annual budgeted targeted use and financial performance of facilities, programmes and services. 	<table border="1"> <thead> <tr> <th></th> <th>2010/11</th> </tr> </thead> <tbody> <tr> <td>Target Income</td> <td>\$6,624,163</td> </tr> <tr> <td>Target Expenditure</td> <td>\$7,522,734</td> </tr> <tr> <td>Net Operating Surplus / (Deficit)</td> <td>\$255,439</td> </tr> </tbody> </table>		2010/11	Target Income	\$6,624,163	Target Expenditure	\$7,522,734	Net Operating Surplus / (Deficit)	\$255,439	<table border="1"> <thead> <tr> <th></th> <th>2010/11</th> </tr> </thead> <tbody> <tr> <td>Actual Income</td> <td>\$6,643,098</td> </tr> <tr> <td>Actual Expenditure</td> <td>\$7,781,210</td> </tr> <tr> <td>Net Operating Surplus / (Deficit)</td> <td>\$106,604</td> </tr> </tbody> </table> <p>Excluding depreciation of \$1,244,716 (Target \$1,154,010), the net operating surplus in 2010/11 was \$106,707 (Target \$255,439).</p>		2010/11	Actual Income	\$6,643,098	Actual Expenditure	\$7,781,210	Net Operating Surplus / (Deficit)	\$106,604
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NON FINANCIAL TARGETS																				
Quality Assurance																				
	<ul style="list-style-type: none"> TCAL will ensure that annual building inspections are undertaken to ensure compliance with the Building Act warrant of fitness requirements. 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Building Warrant of Fitness issued for all facilities by Bay Building Compliance Management and are valid until December 2011. 																	
	<ul style="list-style-type: none"> TCAL will ensure independent water testing at its facilities to ensure the New Zealand standard governing the safe maintenance of water quality (NZ 5826:2000 or any replacement standard) is met and maintained. TCAL will ensure all facilities meet all standards of pool safety as defined by PoolSafe NZ. 	<ul style="list-style-type: none"> TCAL will ensure compliance with standards. TCAL will ensure all network facilities comply with PoolSafe standards. 	<ul style="list-style-type: none"> TCAL carry out water testing to ensure water meets all required standards. Environment Bay of Plenty complete independent tests each month. The June results stated for each pool that "these samples comply with microbiological criteria for swimming pools". Pool Safe certificates have been issued for all facilities and are valid until April 2012. 																	

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual								
2.	To operate the aquatic and leisure facilities within its control so that the company meets all financial and non-financial targets (cont.)	<p>Customer Service</p> <ul style="list-style-type: none"> TCAL will continue to commission Centre for Education and Recreation Management (CERM) to undertake independent surveys at the three facilities to monitor customer satisfaction and business performance. TCAL will ensure there is an ongoing easy to use customer service and complaints process maintained and any customer complaint will be acted upon within five working days of identification/lodgement. <p>Programming and Usage of Facilities</p> <ul style="list-style-type: none"> TCAL will continue to monitor the following CERM Operational Management attributes as key performance indicators of facility programming and usage: <ul style="list-style-type: none"> Visits per centre; Programme range x programmable area; Catchment multiple (visits/year by catchment population); Program occupancy by weekly schedule of available time slots; Class occupancy by programme, User profile compared with demographic profile and priority users; User profile by priority community service obligation users. 	<ul style="list-style-type: none"> TCAL will constantly monitor the results and endeavour to achieve CERM attributes meet a benchmark of 75% (or greater) overall satisfaction rating. 	<p>CERM independent survey carried out January 2011. Customer satisfaction results:</p> <table border="1"> <tr> <td>Mount Hot Pools</td> <td>87.1%</td> </tr> <tr> <td>Greerton</td> <td>82.9%</td> </tr> <tr> <td>Baywave</td> <td>80.0%</td> </tr> <tr> <td>Average overall</td> <td>83.3%</td> </tr> </table> <p>TCAL have systems in place and record and report on customer complaints and feedback.</p>	Mount Hot Pools	87.1%	Greerton	82.9%	Baywave	80.0%	Average overall	83.3%
Mount Hot Pools	87.1%											
Greerton	82.9%											
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Average overall	83.3%											
3.	To meet best practice standards in the management and maintenance of aquatic and leisure facilities.	<p>Asset Management</p> <ul style="list-style-type: none"> TCAL will implement the asset management plans completed for each facility and negotiate with its shareholder appropriate budget allocations to meet the cost of annual maintenance renewals and improvements. TCAL will maintain a monthly maintenance works monitoring and reporting process to ensure all planned and budget works are completed. To ensure long term maintenance data recording TCAL will ensure all works are listed on Tauranga City Council's Confirm asset register. 	<ul style="list-style-type: none"> TCAL will ensure appropriate maintenance per the AMP is scheduled each year. TCAL will update our asset management system Confirm regularly. 	<ul style="list-style-type: none"> The existing AMP is currently being updated and due to be completed 30th September 2011. Confirm system will be updated for the AMP on a regular basis from 1 October 2011. 								
4.	To develop strategic plans and enhance the network of aquatic and leisure facilities within the control of the company.	<ul style="list-style-type: none"> TCAL will develop a Strategic Plan to meet the companies' mission statement. To complete a three yearly resident aquatic participation needs survey to identify participation levels, constraints to participation and future aquatic needs and demands. To identify aquatic facility and service needs and conduct feasibility and business plans for such improvements. To create strategic partnerships that assist in enhancing and developing our facilities. TCAL to develop 2012 – 2022 Aquatics Strategy in partnership with Council. 	<ul style="list-style-type: none"> Completed and reviewed annually. Completed each three years. Completed as required. To maximise strategic partnerships. Completed by June 2012. 	<ul style="list-style-type: none"> Strategic Plan completed in draft June 2011. Proposal to TCC to form part of the Aquatics Strategy 2012-22 currently in progress by TCC. Underway for 2011/12 To maximise strategic partnerships. In progress. 								

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	Objectives for 2010/11	Performance Indicators	Target	Actual
5.	To keep all stakeholders informed of the performance of the company.	<ul style="list-style-type: none"> To implement and maintain communication procedures to ensure all stakeholders are provided with appropriate and timely information on the operation of all facilities under TCAL management. To provide financial reporting to Elected Members that reflects the total performance of both the contract and TCAL as a whole. 	<ul style="list-style-type: none"> All communication strategies complied with. Six monthly. 	<ul style="list-style-type: none"> All communication strategies complied with. Undertaken six monthly.

COUNCIL CONTROLLED ORGANISATIONS

Tauranga City Venues (TCVL)

Tauranga City Venues Limited was incorporated on 28 June 2007 and commenced trading on 19 September 2007. The Company is wholly owned by Tauranga City Investments Ltd which is in turn, wholly owned by Tauranga City Council. TCVL has been established to purchase Baypark assets and further develop the site to include a new indoor sports and exhibition centre.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	2010/11 \$000	2009/10 \$000
Revenue	5,795	3,034
Expenditure	2,431	2,135
(Deficit)/Surplus	3,364	899
Tax Expense/(Benefit)	34	2,556
Net (Deficit)/Surplus for the year	3,330	(1,657)

Statement of Intent Performance

The company has complied with section 64 of the Local Government Act 2002 and has had the Statement of Intent formally adopted by Council for the year ended 30 June 2011.

	Objectives for 2010/11	Performance Indicators	Target	Actual
1.	To meet, and where possible exceed, the expectation of Tauranga City Investments Limited, Tauranga City Council, and all of the stakeholders of the company.	<ul style="list-style-type: none"> Comply with our adopted Statement of Intent. That TCVL operates at no cost to the rate payers and that Council notes that the financial projections indicate that this will take three years to achieve. 	<ul style="list-style-type: none"> 100% 100% 	<ul style="list-style-type: none"> 100% 100%
2.	Operate the facilities within its control so that the company meets all its financial and non financial requirements.	<p>FINANCIAL TARGETS</p> <p>Business and Strategic Monitoring</p> <ul style="list-style-type: none"> To implement year two of a year five year strategic plan. To achieve and or exceed the annual plan targets. Grow revenue and operating surplus each year for the next four years. <p>Financial Contract Monitoring</p> <ul style="list-style-type: none"> To develop an annual business plan with achievable goals and an approved budget. Monitor each of TCVL's direct control financial centers to ensure the forecast revenue and cost budget targets are met. Monitor the financial centers not under TCVL's direct control to identify opportunity for improvement. Report on all financial data including variance's and forecasts. 	<ul style="list-style-type: none"> 100% Revenue - 10% p.a. Operating Surplus - 5% p.a. 100% Proactively engage with the owners of the non controlled centers to improve performance. 100% compliance with reporting environment. 	<ul style="list-style-type: none"> The Board and General Manager have developed a new long term strategic plan in 2010/2011. Achieved. Achieved. Achieved. Meetings held with Onsite Catering, Baypark Speedway Promotions Ltd, and BOPRU. Achieved on monthly basis to Board, 6 monthly to TCC.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
2.	Operate the facilities within its control so that the company meets all its financial and non financial requirements. (cont.)	NON FINANCIAL TARGETS		
		Quality Assurance and Safety		
		<ul style="list-style-type: none"> TCVL will ensure quality assurance plans are in place for the site and that these are properly monitored. Any non conformance will be reported in a timely manner. TCVL will commission annual independent operational audits of its facilities. TCVL will ensure the health and safety plans are operative and undertake annual safety audits and warrant of fitness inspections on all buildings under its control or ownership 	<ul style="list-style-type: none"> TCVL will ensure that all contracted parties are conversant with the QA system. Annual audits completed. 100% compliance with the Quality assurance provisions of the relevant contract conditions. 100% compliance with the Health and Safety and/or maintenance provisions of the relevant contract conditions. Annually completed. 	<ul style="list-style-type: none"> Achieved. Audits of Baypark performed by CSI and Building Warrants issued annually. New Fire Plans in place by CSI. All equipment requiring regular maintenance/ servicing is completed in accordance with contract.
		Marketing		
		<ul style="list-style-type: none"> TCVL will be required to maintain the marketing and promotion plan for all other activities undertaken on the site. Further TCVL will monitor the measurable components of the plan to ensure management is maximizing the effectiveness of its marketing spend. 	<ul style="list-style-type: none"> TCVL will prepare an annual marketing plan and constantly monitor the results. 	<ul style="list-style-type: none"> Draft Marketing and Communications Plan completed and presented to Board for approval.
		Customer Satisfaction and Service		
		<ul style="list-style-type: none"> TCVL will undertake annual independent surveys to monitor customer satisfaction and business performance. 	<ul style="list-style-type: none"> 75% satisfaction rate. TCVL will undertake one survey during each of the speedway and rugby seasons. 	<ul style="list-style-type: none"> Drivers survey completed. Box holders survey completed. Public Satisfaction survey not completed at Speedway due to rainout and not completed at Rugby due to cost. 100% Achieved.
		<ul style="list-style-type: none"> TCVL will ensure there is a complaints process maintained and any customer complaint will be acted upon within five working days of identification/lodgment. 	<ul style="list-style-type: none"> Annual operational audits monitor a sample of customer service documents to ensure contractual obligations. 	<ul style="list-style-type: none"> Agreed.
		<ul style="list-style-type: none"> TCVL will ensure all contracted agencies meet all their obligations under the terms of the agreement. 	<ul style="list-style-type: none"> 100% compliance. 	<ul style="list-style-type: none"> In progress.
		Risk Management		
<ul style="list-style-type: none"> To develop risk management strategies in our key business areas. 	<ul style="list-style-type: none"> Completed by December 2010 and reviewed quarterly. 			
3.	Review and if appropriate adopt any relevant business practices that would enable the company to better meet its objectives.	<ul style="list-style-type: none"> Undertake an annual joint governance and operational strategy workshop. 	<ul style="list-style-type: none"> Complete by December 31st each year. 	<ul style="list-style-type: none"> Achieved.
		<ul style="list-style-type: none"> To identify any facility and service enhancements and conduct feasibility and business plans for such improvements. 	<ul style="list-style-type: none"> Completed as required. 	<ul style="list-style-type: none"> Business case for improved business opportunities achieved.
4.	Ensure the effective and efficient management of Assets within its control so as to achieve the optimum financial results within the policy requirements of its shareholders.	Asset Management		
		<ul style="list-style-type: none"> TCVL will implement the asset management plans completed for each facility and maintain appropriate budget allocations to meet the cost of annual maintenance renewals and improvements. 	<ul style="list-style-type: none"> TCVL will ensure that all maintenance scheduled in the AMP is undertaken each year. TCVL will ensure that all capital and renewals program is undertaken within each year. 	<ul style="list-style-type: none"> Asset Management Plan being regularly monitored. Achieved where necessary.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
5.	Manage and monitor the contractual relationships, so as to drive optimum benefit to the company and its stakeholders.	<ul style="list-style-type: none"> • TCVL will ensure they receive regular performance reports and discuss the outcome of those reports with all contracted parties. • To transform current contractual relationships into partnerships that assist in enhancing and developing our facilities. 	<ul style="list-style-type: none"> • 100% compliance with contracted conditions. • Documented reports and consultative meetings. • Annual Partnering workshops with all contracted parties. • Clearly report demonstrable strategic benefits to both parties. 	<ul style="list-style-type: none"> • General Manager and Business Manager regularly in contact with contracted parties regarding performance. • Current contracts are under review and renegotiation.
6.	Develop strategic plans for both short and long term operation of the facilities.	<ul style="list-style-type: none"> • TCVL will develop an annual plan that meets the companies' mission statement. • TCVL will develop a Strategic Plan that meets the companies' mission statement. 	<ul style="list-style-type: none"> • Completed and reviewed annually. • Completed and reviewed annually. 	<ul style="list-style-type: none"> • Achieved.
7.	To keep all stakeholders informed of the performance of the company.	<ul style="list-style-type: none"> • To implement and maintain communication procedures to ensure all stakeholders are provided with appropriate and timely information on the operation of all facilities under TCVL control. 	<ul style="list-style-type: none"> • All communication strategies completed. 	<ul style="list-style-type: none"> • Draft communications plan presented to Board for approval.

COUNCIL CONTROLLED ORGANISATIONS

Western Bay of Plenty Tourism Visitor Trust (Tourism Bay of Plenty)

The Western Bay of Plenty Tourism and Visitor Trust trading as Tourism Bay of Plenty, was established as a charitable trust in terms of the Charitable Trust Act 1957 to facilitate business, employment and economic development for the benefit of the residents of Tauranga City.

Western Bay of Plenty Visitor Trust is owned in equal shares, by Tauranga City Council and Western Bay of Plenty District Council and is accounted for as an associate in Tauranga City Councils financial statements.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	2010/11 \$000	2009/10 \$000
Revenue	1,665	1,889
Expenditure	1,530	1,913
Net (Deficit)/Surplus for the year	135	(24)

Statement of Intent Performance

The company has complied with section 64 of the Local Government Act 2002 and has had the Statement of Intent formally adopted by Council for the year ended 30 June 2011.

	Objectives for 2010/11	Performance Indicators	Target	Actual
1.	Product development	<ul style="list-style-type: none"> Encourage investment in new tourism product. Advocate for infrastructure development that supports tourism. Development of new product. Encouraging more Inbound Tour Operators (IBOs) to be active in BOP. Implement the dedicated Qualmark plan. 	<ul style="list-style-type: none"> Well positioned product to take advantage of future opportunities, e.g. cycleway project etc. Identify opportunities to convert outbound travel operators into offering local product tours. Provide support for new and redeveloped infrastructure that will grow tourism in region, e.g. hot pools redevelopment, indoor sport complex, cycleway project etc. Regular contact between TBOP staff and IBOs designed to increase more Inbound Tour Operators (IBOs) to be active in BOP. Clear strategy designed to assist more local operators preparing and reaching Qualmark status. 	<ul style="list-style-type: none"> TBOP successfully bid to host the 2011 ITOC conference in Tauranga. TBOP assisted Waimarino, No.8 Tours and Sunfish Charters offering of a new product for cruise market this season. Renaissance Tours are selling a Waimarino product, ID Tours are selling a No.8 Tours product. TBOP GM sat on design committee for Saltwater Hot Pools redevelopment. TBOP assisted Waimarino, Spring Loaded Fun Park and Vulcan Helicopters with development of new product for cruise market that will be offered for the 11/12 season. TBOP working with Katch Katikati to develop a Katikati food trail. Project has started and should be operating by October 2011.
2.	Maori cultural tourism development	<ul style="list-style-type: none"> Further develop relationship with the Tauranga Moana Maori Regional Tourism Organisation (TMMT). 	<ul style="list-style-type: none"> Ongoing implementation of MOU and further definition of collaborative initiatives between TBOP and TMMT. Identify, assist with development and promote tourism experiences that feature Maori culture specific to the region. Provide best practice advice and direction. 	<ul style="list-style-type: none"> TBOP provides office services to TMMT. i-SITE sold new cultural product at Cargo Shed during 2010/11 cruise season. TBOP assisted Huria Management Trust to develop both a cruise and RWC2011 specific product offering. ID Tours and Williment Travel have confirmed Huria Marae as a product that they are selling to their clients. (This product also offers access to the Elms Mission House as an add-on.)

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
3.	Brand review	<ul style="list-style-type: none"> Combined approach to review the destination brand through local agencies and corporate partners, e.g. Priority One, councils, events etc. 	<ul style="list-style-type: none"> All of the agencies and companies promoting the Western Bay of Plenty region take a combined regional approach to branding. 	<ul style="list-style-type: none"> A tentative new brand position for Tauranga was developed with Priority One which was then introduced to other agencies such as Creative Tauranga, Bay of Plenty Polytech etc. The next move is to undertake some consumer testing of the new brand position. The TOP brand is to be refreshed through the website redevelopment which will be completed in October 2011.
4.	International Marketing – Australia initiative	<ul style="list-style-type: none"> Increase activity in Australia through either Pacific Coast Highway or Central Park New Zealand (CPNZ) brand campaign linked with Rotorua and Hamilton airports etc. 	<ul style="list-style-type: none"> In-market activity designed to build awareness of Tauranga and Pacific Coast Highway options with Australia consumers. Additional promotion such as consumer expos under either CPNZ or PCH banner. 	<ul style="list-style-type: none"> TBOP attended Kirra Tours consumer road show in Adelaide, Melbourne, Coffs Harbour, Newcastle and Brisbane. Purpose of show was to build regional awareness direct to consumers, sell packages that featured five BOP operators and build relationships with Australian retail agents who supported the road show. TBOP attended Australian Market Insights seminar 30 Mar – 1 Apr in Sydney. MM updated product managers who were in attendance.
5.	Events	<ul style="list-style-type: none"> TBOP target more national events to be held in region. TBOP to implement its role as defined in the sub-regional events strategy. 	<ul style="list-style-type: none"> TBOP to actively pitch for major sporting and cultural events to be held in the region, e.g. motorsport event at Baypark in April 2011. A sub-regional events strategy that supports development of new events and builds existing events to a level that will attract more domestic and international visitors. Continue to support development of new events such as Kiwi Festival, Tauranga City Air Show. 	<ul style="list-style-type: none"> TBOP secured commitments of \$325,000 for the World Speedway but the event was cancelled due to financial risk posed to TCVL. TBOP has begun work with TECT, Bay Trust, Sport BOP etc to develop a more coordinated approach to attracting and funding major events to the city. TBOP supported the Garden and Art fest with print media placement and the creation of a professional TV commercial. TBOP supported the National Jazz Festival Tauranga with print media placement as well as creation of a Television Commercial and sponsorship pitch DVD. TBOP assisted Tauranga City Airshow to develop new collateral material and branding for 2012 airshow.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
6.	Conference bureau	<ul style="list-style-type: none"> • Deliver on all conference bureau activities planned. • Attend MEETINGS 2010. 	<ul style="list-style-type: none"> • Establish financial membership of local industry to fund conference bureau functions. • Build on awareness and conversion of BOP as a meeting destination through conference bureau activities. • Provide timely, accurate and impartial response to all conference enquiries from outside of region. • Proactively target events and conferences that match venues in region. 	<ul style="list-style-type: none"> • 27 businesses joined the membership based bureau in 2011. • Held quarterly conference bureau meetings hosted by different members. • Proactively approached businesses and professional conference organisers (PCO's) and hosted a number families. Arnott's New Zealand are now in the process of visiting the region to view options for their 2012 annual conference. • Produced the 2011/2012 Conference and Event Planner. • Attended Meetings 2011 with 35 pre-booked appointments. • Working on a showcase evening to be held in Auckland November 2011. Bureau members will have the opportunity to discuss their venues/product with invited corporate and Professional Conference Organisers (PCO's). • Continued to investigate conference sector opportunities and follow up with clients on booking details.
7.	Local perceptions and stakeholder comms	<ul style="list-style-type: none"> • Series of (inform and educate) integrated advertising and PR campaigns providing information to locals. • Communications plan to ensure all key stakeholders are engaged in and aware of TBOP activities. 	<ul style="list-style-type: none"> • Tactical promotions designed to build awareness among the local community towards the contribution of tourism (economic, social etc). • Tactical promotions designed to increase local community knowledge of tourism offerings in the region. • Regular communication of TBOP's activities to general public and key stakeholder groups. 	<ul style="list-style-type: none"> • TBOP distributes a monthly newsletter covering organisational/industry and other relevant news to over 7000 stakeholders. These stakeholders include local, national and tourism media, WBOP and TCC Councillors, local tourism operators, event and conference organisers and general public. • TBOP regularly distributes media releases to industry and media contacts alerting them of any new information. • TBOP holds quarterly industry functions to update and inform the local tourism industry of national and international activities and opportunities. • TBOP has a weekly radio spot with Mediaworks on MoreFM. • TBOP has formed an Tourism Advisory Group made up of 12 industry operators. The TAG group meets monthly and started April 2011. The purpose of the TAG group is to develop new strategies with operator input that will assist TBOP to increase visitor nights, visitor spend and quality/ range of visitor experiences.
8.	Domestic marketing – seasonal campaigns	<ul style="list-style-type: none"> • Marketing campaign linked with package offerings by tourism operators, and where appropriate associated with local events such as the Jazz Festival, Arts festival etc. 	<ul style="list-style-type: none"> • Campaign work that includes direct promotion to consumer with product offerings of local tours and accommodation. • Collaboration by industry partners to offer integrated product packages. • Implement domestic marketing activity, particularly in respect of the shoulder and low seasons (spring and autumn). 	<ul style="list-style-type: none"> • The Garden and Arts Fest, Jazz Festival, Tauranga Moana Seafood Festival, have all received marketing support from Tourism Bay of Plenty which includes links to the destination and tourism operators. • TBOP supported the 'AA 101 Must Do Re-vote' campaign by providing updated regional must do's, imagery and sponsorship of the Best Holiday Parks and Best Beaches categories.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
9.	International Marketing – Cruise ships	<ul style="list-style-type: none"> • Development of cruise ship market (i.e. more passengers). • Ambassador programme. • Product development work linked directly to cruise ship (e.g. Tohora Mangatawa). 	<ul style="list-style-type: none"> • TBOP and Port of Tauranga actively target cruise ship lines to increase stopovers at Port of Tauranga for 2012/13 season. • TBOP and Mainstreet(s) to provide coordinated experience and welcome for passengers in Mt Maunganui and Tauranga. • Interactive welcome for passengers. Satisfied visitors provide positive word of mouth on return to market. • Activity designed to increase western BOP shore excursion product experienced by passengers. 	<ul style="list-style-type: none"> • TBOP provided updated port information to the cruise lines via Tourism NZ and Cruise NZ channels. • TBOP and Port of Tauranga provided updated material to support the Tourism NZ booth at Seatrade Miami. • TBOP worked collaboratively with Cruise Rotorua representatives to host famils of local attractions for relevant cruise in bound operators (IBO's) and direct sellers. (e.g. ID Tours, Carnival Australia, Pacific Jewel staff). • TBOP assisted Bethlehem Coachlines to develop a 'Sights of the City' tour that includes Mainstreet Mount Maunganui, Mainstreet Tauranga, Classic Flyers, Elms Mission House and Cargo Shed. • TBOP have supplied updated port information to 4PR, who are an Auckland based PR agency contracted to ensure updated port information sheets are available for Princess Cruises. • TBOP supplied updated port information sheets to Phoenix Reisen GMBH and Williment Travel.
10.	International Marketing – Central Park New Zealand (CPNZ) and Pacific Coast Highway (PCH)	<ul style="list-style-type: none"> • Continue membership of any reshaped CPNZ collective. • Budget set aside for PCH activity but only released on a project basis with equitable input from all partners. 	<ul style="list-style-type: none"> • Provides TBOP with a presence at events such as Kiwilink, UK Mega famil. • Trade marketing activity designed to drive more independent travellers to the member regions (e.g. maps in Maui campers, Hertz rental cars etc). 	<ul style="list-style-type: none"> • TBOP attended the Tourism NZ UK / Europe Product Update as the Pacific Coast Highway representative. Met with 8 UK based Official Travel Agents for RWC2011, 62 Product Managers from key agencies in the UK/ Europe, trained 120 frontline staff on unique features of the Pacific Coast Highway. • TBOP attended the Tourism NZ RWC2011 showcase in Sydney. 12 companies who attended were targeted with BOP specific electronic collateral (with kiwifruit USB) to build new or enhance existing relationships. BOP product and regional imagery was featured in the RWC2011 Giant Rugby Ball on Circular Quay by way of a prize package for travel trade agents attending. • TBOP commenced 12 month campaign with Tourism Radio. The GPS system offers self-drive tourists information on destinations in real time while driving around New Zealand. Local attractions such as Comvita, Kiwi360, and Spring Loaded Fun Park are also featured stops that are highlighted and figures are reported to Tourism. Bay of Plenty quarterly.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
11.	i-SITEs	<ul style="list-style-type: none"> Effective management of i-SITE visitor centres in Tauranga and Mount Maunganui. 	<ul style="list-style-type: none"> Continual quality improvement in the services provided by the Visitor Centres. Quality visitor information provision to meet visitor need and operator needs. Reduce running costs and increase revenue of i SITE visitor centres. Increase sales of tours, activities and accommodation located in Tauranga and Western Bay. 	<ul style="list-style-type: none"> All full time i-SITE staff have completed their Atto National Certificate in Visitor Information Level 3 & 4. i-SITE staff participated in product updates and famils of both local and national product. Implemented satellite i-SITE on the Port of Tauranga for Cruise Ship Season 2010/11. This increased the number of passengers processed, increasing operator and i-SITE revenue. Increased cruise passengers numbers taking local tours. In July 2010 the i-SITE introduced a smart ride card top up machine which has provided an additional revenue stream.
12.	Domestic and International Marketing - website	<ul style="list-style-type: none"> Functionality improvements and increased product listings on www.bayofplentynz.com. Investigate how website might incorporate direct online bookings. Integrate any booking engine development with i-SITE reservations. 	<ul style="list-style-type: none"> Ongoing development of a portal designed to meet the needs of consumers and operators. Increase revenue opportunities for i-SITE and TBOP. 	<ul style="list-style-type: none"> TBOP is working with Tauranga City Council Business Solutions to develop a Dot Net Nuke open source website this is currently being developed and should be completed by October 2011. The timeframe for the website was delayed due to Tourism New Zealand announcing the redevelopment of their website and operator database. This has provided Tourism Bay of Plenty the opportunity to work with Tourism New Zealand and to use their new database rather than build a new standalone database. Tourism New Zealand's upgraded operator database went live in March 2011.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
13.	Media and trade visits - Famils*	<ul style="list-style-type: none"> Media and trade famils both from Tourism New Zealand (TNZ) and organised by TBOP or GNZTR. 	<ul style="list-style-type: none"> Trade famils designed to increase awareness outside of region with travel trade. Media famils designed to increase consumer awareness outside of region through media coverage. 	<p>TBOP hosted international famils for:</p> <ul style="list-style-type: none"> Jonathan Freedland from the Guardian Newspaper UK who wrote a camping and fishing piece. Seven journalists from Ocean Blue Fishing Adventures Sydney were hosted in Tauranga for five days. Danny Wallace a UK author that Tourism NZ had identified as an opinion leader. TBOP partnered with ZESPRI and Air New Zealand in the Great Kiwi Adventure promotion in the United States of America. Two complete prize packages to the Bay of Plenty were on offer. One prize package was for the consumer, and one for the food / travel writers who were part of the campaign. The eight prize winners were in BOP from 3 March to 12 March. The Rabiner Family were from Los Angeles and the Tomte group were from Montana. TBOP hosted Debbie Summers and Mark Kerr (ID Tours) who visited Spring Loaded, Kiwi360, The Elms, Paparoa Marae and Huria Marae. TBOP hosted Mary Tippet (Williment Travel) who was researching potential ground product for RWC2011 tour options. TBOP hosted Yohann Bevegue (Groupe Couleur) on a follow up visit to make confirmed accommodation reservations for RWC2011. As at 30 June Groupe Couleur has booked 1,655 pax for the RWC. TBOP hosted Ross Halpin (Adventure Travel) who was researching potential ground product for RWC2011 tour options. TBOP hosted 12 Flight Centre agents from Queensland who were part of a NZ famil with Infinity Holidays. Featured activities were Waimarino glow-worm kayaking and White Island Tours. TBOP hosted Hannah Coltart of Hawke's Bay Tourism to familiarise her with BOP activities and accommodation as she represented Pacific Coast Highway regions in the UK and US Tourism NZ events. TBOP hosted Sarah Budd from Carnival Australia on a famil of Tauranga and Rotorua attractions. TBOP in conjunction with Tourism Coromandel bid successfully for representatives of the Society of American Travel Writers' conference (SATW), to take part in official pre and post famils in the Bay of Plenty November 2011.

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
14.	Media – public relations (PR)	<ul style="list-style-type: none"> Sustained PR activity in local, domestic and international media. 	<ul style="list-style-type: none"> Communications and public relations activity designed to increase consumer awareness inside and outside of region. Communications and public relations activity designed to create buy-in from residents and tourism operators to TBOP's activities. 	<ul style="list-style-type: none"> TV One and TV3 both profile Tauranga on the 6pm news. Tourism Bay of Plenty organised a visit for New Zealand Herald journalist Diana Clements who wrote articles on hot pools in the Bay of Plenty and the Papamoa Top Ten Holiday Park. Tourism Bay of Plenty organised a visit for the New Zealand Kite Surfing Magazine editor William Davenport who wrote an article on the national kite surfing camp in the Bay of Plenty. Tourism Bay of Plenty organised a visit for journalist Sue Baxelle who wrote an article for a New Zealand Herald new supplement called Lifestyles. Tourism Bay of Plenty organised a visit for journalist Isobel Marriner who wrote an article for the Weekend supplement of New Zealand Herald. Tourism Bay of Plenty provided weekly editorial for Bay Summer a 12 week publication produced by Bay of Plenty Times. Tourism Bay of Plenty assisted Let's Travel Magazine journalist Sue Hoffart with editorial and ideas for an article on the Bay of Plenty. Tourism Bay of Plenty assisted Cuisine Magazine with editorial and ideas for an article on the Bay of Plenty – which was run in the December 2010 edition of the magazine. Tourism Bay of Plenty coordinated the Tauranga 10 second video for the "Shout It Out - 1 Year to Go" RWC2011 campaign. The video was submitted to RWC2011 and was selected to be part of the international media campaign. TBOP provided logistical and material support to the Sand Masters TV show (Travel Channel USA) and acted as liaison with TCC and Ngaiterangi Iwi Inc. TBOP pitched for World Greatest Motorcycle Tours TV programme to come through the Bay of Plenty region on their New Zealand episode of the show. This resulted in profile for Papamoa and Whakatane on the programme which is aired globally. Tourism Bay of Plenty organised a media visit for NEXT Magazine reporter for a Tauranga feature which was published in April 2011.
15.	Road signage	<ul style="list-style-type: none"> Improving road signage to tourism activities and attractions in the region. 	<ul style="list-style-type: none"> Better signage to attractions and activities within the RTO boundaries (e.g. more new Transit brown tourist attraction signs in region). 	<ul style="list-style-type: none"> Tourism Bay of Plenty provided support to Woodlands Cottage in their application for NZTA directional signage.

* Famil is a common tourism industry term for familiarisation visits by travel trade and travel media

COUNCIL CONTROLLED ORGANISATIONS

Tauranga Art Gallery Trust

The Council Controlled Organisation was formally established in 2005. As a Council Controlled Organisation the Tauranga Art Gallery Trust is a separate legal entity from Council and is responsible for delivering in accordance with an agreed Statement of Intent. The Trust is governed by a Board of Trustees who are responsible for the strategic and operational management of the Trust.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	2010/11 \$000	2009/10 \$000
Revenue	1,219	1,090
Expenditure	1,122	1,259
Net (Deficit)/Surplus for the year	97	(169)

Statement of Intent Performance

The company has complied with section 64 of the Local Government Act 2002 and has had the Statement of Intent formally adopted by Council for the year ended 30 June 2011.

Specific objectives

	Objectives for 2010/11	Performance Indicators	Target	Actual
1.	EXHIBITIONS			
	Gallery open to the public 10am to 4.30pm, 364 days pa (closed Christmas day).	<ul style="list-style-type: none"> As of 2010 the Gallery now closes on: Christmas Day, Boxing Day, New Year's Day and ANZAC Day morning. This was a Board decision. 	<ul style="list-style-type: none"> 364 	<ul style="list-style-type: none"> 361.5
	Number of Exhibitions presented annually.	<ul style="list-style-type: none"> In a range of media. 	<ul style="list-style-type: none"> 16 	<ul style="list-style-type: none"> 24
	Number of Visitors to the Gallery pa.	<ul style="list-style-type: none"> 10% greater than target. 	<ul style="list-style-type: none"> 50,000 	<ul style="list-style-type: none"> 56,105
	Present Exhibitions of historical, modern and contemporary art.	<ul style="list-style-type: none"> Each of these three time periods was covered. 	<ul style="list-style-type: none"> Historical Modern Contemporary 	<ul style="list-style-type: none"> Yes
	Visitor Satisfaction Surveys annual report - visitors indicating satisfied or better.	<ul style="list-style-type: none"> Visitor survey conducted July 2010. 95% of participants gave an average overall satisfaction rating of 4.6 out of 5 (or 92%). 	<ul style="list-style-type: none"> >80% 	<ul style="list-style-type: none"> 92%
	Present exhibitions in variety of media (number of types).	<ul style="list-style-type: none"> Painting, sculpture, moving image, photography, printmaking and multi-media. 	<ul style="list-style-type: none"> 4 	<ul style="list-style-type: none"> 6
	Research, develop, design and publish exhibition catalogues in support of in house exhibitions (number pa).	<ul style="list-style-type: none"> Catalogues and didactic panels. 	<ul style="list-style-type: none"> 10 	<ul style="list-style-type: none"> 17
	Tour exhibitions that have been developed by TAG to other public art galleries and venues.	<ul style="list-style-type: none"> John McLean: The Farmer's Wife (Puke Ariki, New Plymouth and Expressions, Upper Hutt). Lynley Dodd: A Retrospective (Rotorua Museum of Art and History). 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> 2
	Prepare and present online information that the community can access.	<ul style="list-style-type: none"> New website launched early 2011 includes more information, archives and interactive school portal. Facebook presence, listings on Eventfinder. 	<ul style="list-style-type: none"> Exhibitions, News, Programmes 	

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
2.	EDUCATION & VISITOR PROGRAMMES			
	LEOTC Contract Target for Primary School students attending programmes pa	<ul style="list-style-type: none"> 2.24 times greater than target. 	<ul style="list-style-type: none"> 4,000 	<ul style="list-style-type: none"> 8,996
	LEOTC Contract Target for Secondary School students attending programmes pa	<ul style="list-style-type: none"> Lower than expected. Some secondary schools visit individually and therefore are counted in the general visitor count. 	<ul style="list-style-type: none"> 700 	<ul style="list-style-type: none"> 572
	LEOTC Contract Target for number of schools visiting the gallery pa	<ul style="list-style-type: none"> A total of 417 visits by 49 schools. 	<ul style="list-style-type: none"> 46 	<ul style="list-style-type: none"> 49
	LEOTC Teacher Satisfaction Survey annual report – teachers indicating satisfied or better	<ul style="list-style-type: none"> Every teacher is requested to complete a programme evaluation as part of his or her class visit to the Gallery. 100% of teachers stated the programmes were delivered to their satisfaction, and matched the levels of ability and maturity of their students. 	<ul style="list-style-type: none"> >80% 	<ul style="list-style-type: none"> 100%
	Adult workshops delivered pa	<ul style="list-style-type: none"> Series of 3 life drawing classes. Family art workshops. Children's book illustrating workshop. 2 demonstrations on oil painting (Garden and Artfest festival initiative). Demonstration / workshop on watercolour painting (Garden and Artfest festival initiative). Lecture on art history of the Bay of Plenty. 	<ul style="list-style-type: none"> 10 	<ul style="list-style-type: none"> 10
	Number of Kids Art Studio Sunday/ school holiday classes pa	<ul style="list-style-type: none"> 657 students attended 43 workshops. KAS Sunday workshops were stopped at the end of 2010 as not economical to run. Focus is now on school holiday programmes. 	<ul style="list-style-type: none"> 58 	<ul style="list-style-type: none"> 43
	Number of Artist Talks presented pa	<ul style="list-style-type: none"> Given by artists, curators and gallery staff. 	<ul style="list-style-type: none"> 6 	<ul style="list-style-type: none"> 12
	Exhibition opening and associated events pa	<ul style="list-style-type: none"> Several opening functions combined the opening of two exhibitions. Story telling sessions for Word Witch. Play based on artist (ref: Femme du Monde). Life Drawing Classes by Graham Crow (ref:Bullmore Life Studies). Photography Seminar (ref:A Tribute). Art History of the Bay of Plenty lecture (ref:Miles Art Award). Book signing session (ref:Lynley Dodd). Dogs Day Out (ref:Lynley Dodd). Children's book illustrating class by Gavin Bishop (ref:Lynley Dodd). 	<ul style="list-style-type: none"> 12 	<ul style="list-style-type: none"> 7 openings 8 events
	ArtByte – Gallery floor talks offered pa format now 1 evening and 1 weekend/ month presented, audio and visually recorded for extended public access	<ul style="list-style-type: none"> ArtBytes are no longer given on a regular weekly/monthly basis, instead they are arranged around specific exhibitions so they can be a 'charged' event. 	<ul style="list-style-type: none"> 26 	

COUNCIL CONTROLLED ORGANISATIONS

	Objectives for 2010/11	Performance Indicators	Target	Actual
3.	COLLECTIONS			
	Acquire (where appropriate), manage, conserve and care for the objects in the TAGT Collections, maintaining collection item numbers for the benefit of the community.	<ul style="list-style-type: none"> Number objects in TAGT collection maintained. 	<ul style="list-style-type: none"> 415 	<ul style="list-style-type: none"> 415
	Acquire (where appropriate), manage, conserve and care for the objects in the TCC Civic Art Collection as per Civic Collection Policy and report annually. TCC satisfied.	<ul style="list-style-type: none"> Bryce Brown's Mangatawa was gifted to the TCC Civic Art Collection, May 2011. 	<ul style="list-style-type: none"> TCC satisfied 	<ul style="list-style-type: none"> TCC satisfied
	Temperature and humidity is monitored and maintained (within 20C +/- 3C, relative humidity 55% +/-5%) within the Gallery and in Trust collection storage.		<ul style="list-style-type: none"> Temp range 20C +/- 3C and relative humidity 55% +/-5% 	<ul style="list-style-type: none"> Yes
4.	PARTNERSHIPS			
	Foster cross facility co-operation with other public art galleries through programmes, events, exhibitions, marketing and shared resources.	<ul style="list-style-type: none"> City Gallery, Wellington – Elizabeth Thomson's North Star Parterre sculpture. Rotorua Museum – Lynley Dodd: A Retrospective. DOC/Auckland Art Gallery – McCahon's Urewera Mural. PEW Environment Group – Kermedec project. Te Papa – Rita Angus, 17th Century Drawings, Painting NZ: 1890-1950. Exhibition Services - Bohemians of the Brush. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Objective achieved
	Continue to form close links and partnerships with the private sector for sponsorship and in kind support.	<ul style="list-style-type: none"> Alimento Café – catering for openings and events. Geon Print – printing and stationery. Scenic Cellars – wine for openings and events. Friends of the Gallery – assistance at openings and events; financial sponsorship of exhibitions. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Objective achieved
	Continue to form close links with the wider Tauranga community including the arts, heritage and education sectors.	<ul style="list-style-type: none"> University of Waikato – Art After Dark lecture series, Cellophonics. TCC – Baypark Arena Art Collection and vision. Creative Tauranga – Hairy Maclary project team. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Objective achieved
	Develop regional, national and international relationships that benefit the Gallery by partnering with other institutions, artists and collectors.	<ul style="list-style-type: none"> Clothing and Textile Association of New Zealand – annual conference held at TAG in June. Galleries as mentioned above. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> Objective achieved

COUNCIL CONTROLLED ORGANISATIONS

TAGT Deliverables Specific to TCC

	Outcome
STATEMENT OF INTENT	
<ul style="list-style-type: none"> The initial outline SOI for the ensuing financial year together with the draft Business Plan for the following 3 years will be provided by The Trust to TCC by 30 November annually, and the final SOI and Business Plan will be delivered to TCC by 1 March annually. 	<ul style="list-style-type: none"> Presented to TCC on 21 February 2011. SOI resolutions reported on in May 2011
<ul style="list-style-type: none"> The Statement of Intent and Business Plan, including performance targets, will be negotiated and agreed between Council and the Trust annually. 	<ul style="list-style-type: none"> TCC decided to not reinstate our inflation adjustment for 2013-14
PLANNING	
<ul style="list-style-type: none"> Prepare a ten yearly Strategic Plan, with interim reviews where appropriate 	<ul style="list-style-type: none"> Strategy prepared July 2010
<ul style="list-style-type: none"> Prepare and annually update a three year Business Plan which is consistent with the Strategic Plan 	<ul style="list-style-type: none"> Achieved
REPORTING	
<ul style="list-style-type: none"> To keep TCC informed of matters of substance affecting the Trust. 	<ul style="list-style-type: none"> 6 month/annual/2 month monitoring reports all completed
<ul style="list-style-type: none"> To produce half yearly and annual reports to TCC on both financial and non-financial performance based on an annual balance date of 30 June. 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> To appraise the performance of the Trust Board/Trustees at least annually. 	
<ul style="list-style-type: none"> To ensure there are no surprises for the TCC. 	<ul style="list-style-type: none"> Achieved
Half Yearly Report	
<p>Within six weeks after the end of the first half of each financial year, the Trustees shall deliver to the Council an unaudited report in respect of the half year under review.</p>	<ul style="list-style-type: none"> Achieved
Annual Report	
<p>Within one month after the end of each financial year, the Trustees shall deliver to the TCC a Draft Annual Report, and within two months after the end of each financial year audited financial statements in respect of that financial year.</p>	<ul style="list-style-type: none"> Achieved
Financial Performance Targets	
Indicative Financial Performance Targets:	
<ul style="list-style-type: none"> Gross revenue is consistent with the agreed budget. 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Expenditure is managed within the agreed budget. 	<ul style="list-style-type: none"> Achieved
<ul style="list-style-type: none"> Working capital ratio of no less than 1 (excluding current portion of term debt). 	<ul style="list-style-type: none"> 6.3
<ul style="list-style-type: none"> Interest cost as a percentage of total revenue should not exceed 10%. 	<ul style="list-style-type: none"> 0.64%
<ul style="list-style-type: none"> No debt is to be raised to finance operating expenses. 	<ul style="list-style-type: none"> No debt has been raised during the year
<ul style="list-style-type: none"> TAGT achieves a degree of financial self-sufficiency (generates at least 20% of its annual operating budget). 	<ul style="list-style-type: none"> 30.65% of revenue generated from operations
Non-Financial Performance Targets	
<ul style="list-style-type: none"> Indicative Non-Financial Performance Targets of planning and reporting requirements are met. 	<ul style="list-style-type: none"> Achieved
Accounting Policies	
<ul style="list-style-type: none"> Financial statements will be prepared in accordance with NZ GAAP. They will comply with NZ IFRS and other applicable Financial Reporting Standards, as appropriate to public benefit entities that qualify for and apply differential reporting concessions. 	<ul style="list-style-type: none"> Yes, prepared by TCC
ASSET MANAGEMENT	
<ul style="list-style-type: none"> TAGT will prepare and implement Asset Management Plans for the building and other assets. 	<ul style="list-style-type: none"> In preparation

Transactions between Related Parties

	Outcome
<ul style="list-style-type: none"> Transactions between Tauranga City Council and the Trust will be conducted on a wholly commercial basis. 	<ul style="list-style-type: none"> Yes. Payroll, accounts, carparking and land rental all paid at commercial rates to TCC.

Significant Decisions

	Outcome
<p>The TAGT will not undertake any activity of a nature or scope not provided for in this SOI without prior approval of the Council. In particular the prior approval of the TCC and other stakeholders would be required for the Trust to:</p> <ul style="list-style-type: none"> Form any subsidiary entity Purchase shares in any other entity Dispose of any significant assets, e.g. land or buildings Dispose of or de-accession any works within the TCC Civic Art Collection Purchase any significant assets e.g. land or buildings 	<ul style="list-style-type: none"> The TAGT has not undertaken any activity of a nature or scope not provided for in the SOI.

COUNCIL CONTROLLED ORGANISATIONS

Bay of Plenty Local Authority Shared Services

The Council Controlled Organisation was formally established in January 2008. The company was set up by the eight local authorities in the Bay of Plenty region to foster collaboration between Councils in the delivery of services particularly back office or support services.

As a Council Controlled Organisation the Bay of Plenty Local Authority Shared Services (BOPLASS) is a separate legal entity from Council and is responsible for delivering in accordance with an agreed Statement of Intent. The Company is governed by a Board of Directors who are the Chief Executives of the constituent local authorities.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	Parent 2010/11 \$000	Parent 2009/10 \$000	Consolidated 2010/11 \$000	Consolidated 2009/10 \$000
Revenue	1,387	267	1,385	269
Expenditure	1,083	315	1,082	271
Net (Deficit)/Surplus for the year	304	(48)	303	(2)

Statement of Intent Performance

The company has complied with section 64 of the Local Government Act 2002 (LGA) and has had the Statement of Intent for 2011/12 and associated budget formally adopted by the directors at the meeting held on 3 June 2011.

COUNCIL CONTROLLED ORGANISATIONS

PERFORMANCE TARGETS FOR 2010/11

Outcomes	Measure	Result
Initiate at least one shared service each year and no less than two shared services successfully implemented within three years.	Number of shared services.	<ul style="list-style-type: none"> • Council Regional Network Platform (CRNP) initiated 2010. • Rates initiated 2010/11. • Information Services Strategic Plan (ISSP) completed 2011. • Implementation commenced 2011. • Geographic Information Services (GIS) Initiated 2009/10. • Inception report completed 2010. • Significant progress on implementation.
Implement Shared Services demonstrating best practice and added value to participating councils and stakeholders.	Implementation. Programme incorporates best practice.	<ul style="list-style-type: none"> • GIS Inception plan developed with external support and peer review. • Information Services Strategic Plan (ISSP) developed with external support and internal review.
Facilitate Joint Procurement of goods and services from sources offering best value, service, and or continuity of supply.	Number of procurement initiatives investigated and or completed.	<ul style="list-style-type: none"> • Office Supplies, Electronic procurement, Vehicle purchase, Vehicles services, Printing, Courier services, Fuel, Postage, P cards, Advertising, Accommodation.
Communicate with each shareholding council at appropriate levels.	At least one meeting with each council at Council and/or management team level.	<ul style="list-style-type: none"> • Meetings with all councils.
Partner with other non shareholding Councils and/or organisations to add benefit to the company.	Meet with other organisation for joint initiatives.	<ul style="list-style-type: none"> • Joint LASS group meetings, Hamilton city, Waikato Regional Council, South Waikato.
Ensure sufficient income is available from activities to sustain a viable company.	Income received from contributing councils and funding from activities to meet operational budget.	<ul style="list-style-type: none"> • Council contributions levied, activity groups levied, contributions received from activities producing savings.

BayBroadband Limited

The company was set up as a subsidiary company under BOPLASS Ltd. Its purpose is to provide a low cost legal entity to facilitate and promote the development of broadband capability and reach in the Bay of Plenty.

The company was legally constituted on 17th July 2008 and the inaugural meeting of director's was held on 1st August 2008. The directors are made up of 5 directors from BOPLASS Ltd, two independent directors and one further independent director from the telecommunications industry.

FINANCIAL PERFORMANCE FOR THE YEAR ENDED 2011

	2010/11 \$000	2009/10 \$000
Revenue	0	59
Expenditure	0	13
Net (Deficit)/Surplus for the year	0	45

Statement of Intent Performance

The Company has complied with section 64 of the Local Government Act 2002 (LGA).

The Company is covered by the Statement of intent for BOPLASS Limited, which includes the following statement: "This Statement of Intent covers BOPLASS Limited and any subsidiary company established in pursuance of the objectives herein."

BayBroadband ceased trading in June 2010.

