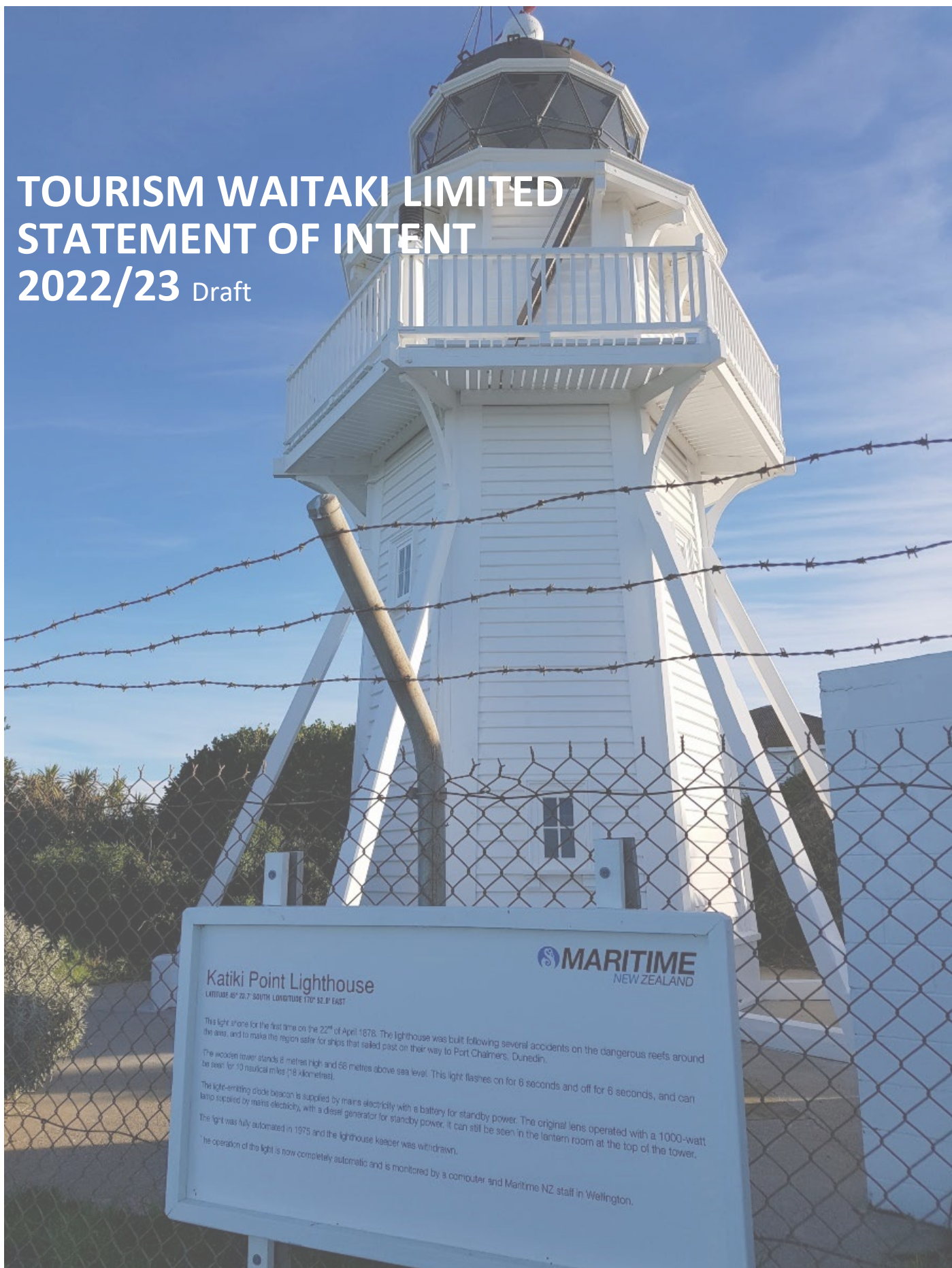


TOURISM WAITAKI LIMITED STATEMENT OF INTENT 2022/23 Draft



Katiki Point Lighthouse

LATITUDE 45° 22.7' SOUTH LONGITUDE 170° 52.8' EAST



The light shone for the first time on the 22nd of April 1878. The lighthouse was built following several accidents on the dangerous reefs around the area, and to make the region safer for ships that sailed past on their way to Port Chalmers, Dunedin.

The wooden tower stands 8 metres high and 68 metres above sea level. This light flashes on for 6 seconds and off for 6 seconds, and can be seen for 10 nautical miles (18 kilometres).

The light-emitting clock beacon is supplied by mains electricity with a battery for standby power. The original lens operated with a 1000-watt lamp supplied by mains electricity, with a diesel generator for standby power. It can still be seen in the lantern room at the top of the tower.

The light was fully automated in 1975 and the lighthouse keeper was withdrawn.

The operation of the light is now completely automatic and is monitored by a computer and Maritime NZ staff in Wellington.

CONTENTS:

3. Vision

Introduction

The Company description

The Company Objectives

4. Nature and Scope of Activities

Shareholder Expectations

Reporting Frequency and Content

6. Reporting and Performance Focus, Methods and Measures

8. Financial Projections for the Company

Governance, Policies and Procedures – Corporate Governance Statement

Treasury Policy

Dividend Policy

Accounting Policies

Procedure for Acquisition of Other Interests

Activities for Which the Company Seeks Compensation from any Local Authority

Sales of Goods/Services to the Shareholder

VISION

Draw visitors to the Waitaki to explore its rich heritage, unique geology, biodiversity and geogastronomy and engage with our people and communities

PURPOSE

Make a positive contribution to our communities.

INTRODUCTION

This Statement of Intent has been prepared in accordance with Section 64 of the Local Government Act 2002 and in the knowledge that Covid 19 continues in its third year to severely Impact local, national, and international tourism.

It outlines the activities and intentions of Tourism Waitaki Limited for the next year and the objectives to which those activities will contribute. Performance focus, methods and measures are specified, along with the Company's policies relating to governance and other matters.

As part of the COVID-19 tourism recovery initiative, the New Zealand Government supported all RTOs with targeted funding from the Ministry of Business, Innovation and Employment (MBIE) to fund agreed work plans FY21 and FY22. This SOI Incorporates the funded outcomes it negotiated with MBIE.

The Statement of Intent is reviewed annually by the Company in consultation with Waitaki District Council.

THE COMPANY – DESCRIPTION

Tourism Waitaki Limited is the registered legal name of the former Waitaki Development Board, which was established in December 1996 and is 100% owned by the Waitaki District Council. Under the provisions of the Local Government Act 2002 it is deemed to be a Council Controlled Organisation.

Council's primary objective for continued ownership and control of Tourism Waitaki, is to advance a sustainable tourism sector.

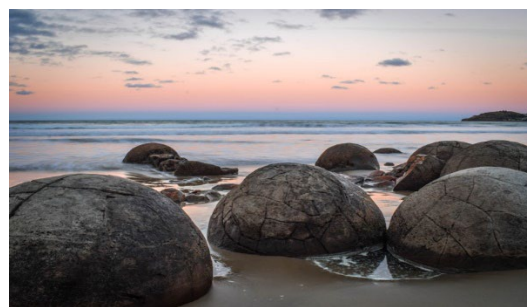
THE COMPANY - OBJECTIVE

Waitaki will be sought out as a destination by New Zealanders and future overseas visitors.

Tourism Waitaki profiles a desirable and proud destination to all potential visitors. They can connect, listen and learn through participation at many attractions, explore the natural environment, or discover the rich natural heritage and cultural stories of the District.

Neighboring regions will be viewed as natural and easy extensions to the visitor journey.

Tourism Waitaki will enable operators and communities to deliver original and engaging experiences in the Waitaki.



Nature and Scope of Activities (subject to COVID-19 constraints)

- Develop a Destination Management Development Plan for the Waitaki District.
- Maintain business partnerships and commercial relationships with stakeholders at local, regional, and national levels.
- Actively promote the Waitaki District to the domestic market
- Be market ready for returning international trade

- Support Waitaki tourism operators to maintain and enhance their business through advice and advocacy.
- Supply visitor information through digital services and other outlets
- Maintain the Scientific activities of the Ōamaru Blue Penguin Colony (OBPC)
- Broaden the visitor experiences at the OBPC when international visitor numbers allow.
- Promote the Alps to Ocean Cycle Trail and the Waitaki Whitestone aspiring Global Geopark as key visitor attractions.

Shareholder Expectations

Council expects that in conducting the affairs of the Company, the directors shall ensure:

- Transparent and collaborative relations are maintained with the shareholder.

- The Company actively engages with iwi.

- Maintains a positive relationship with the Waitaki District community, encouraging locals to be tourism advocates and ambassadors.

- Business activities are conducted in an efficient and effective manner.
- Assets and liabilities are prudently managed.
- Overall performance supports Council's reasons for continued ownership.
- Decisions are based on the achievement of long-term strategic needs and objectives,
- The Company acts as a good employer and as an environmentally conscious and responsible citizen.

Reporting Frequency and Content

A Director of the Company shall attend any meeting at which the Annual Report or Half Yearly Report is presented to Council as shareholder.

The following information will be available to the shareholder based on an annual balance date of 30th June:

Draft Statement of Intent

By 1 March each year, the Directors shall deliver to the shareholder a Draft Statement of Intent for the following year which fulfils the requirements of Section 64 of the Local Government Act 2002.

Completed Statement of Intent

By 30th June of each year, the Directors will deliver to the shareholder a Statement of Intent for the following year which fulfils the requirement of Section 64 of the Local Government Act 2002.

Quarterly Reports

Within six weeks of the end of each quarter the TWL shall report to the Shareholder in accordance with contractual requirements.

Half Year Reports

Within two months after the end of the first half of each financial year, the Directors shall deliver to the shareholder an un-audited report containing the information required by the Financial Reporting Act 1993 and a commentary on the results for the first six months together with a report on the outlook for the second six months with reference to any significant factors that are likely to have an effect on the Company's performance, including an estimate of the financial result for the year based on that outlook, a report on the performance targets achieved during the six month period, the scale of non-Council related business activities and statements for any grants awarded by the Tourism Waitaki to another party, including information measuring the effectiveness of the grant.

Annual Report

Within three months after the end of each financial year, the Directors shall deliver to the shareholders an annual report and audited financial statements, with respect to the financial year, containing the following information as a minimum:

- A report on the operations of the Company to enable an informed assessment of the Company's performance including:
- Performance against identified focus areas, methods, and measurements in this Statement of Intent.
- Performance against the Corporate Governance Statement.
- Audited financial statements as required under the Financial Reporting Act 1993.
- Any grants awarded by Tourism Waitaki Limited to another party, including information measuring the effectiveness of the grant.

Annual Budget

Annual revenue and expenditure figures shall be provided by 30 November, to enable it to be included within the Draft Annual Plan for the Waitaki District Council.

In addition to the above reports to Council, there will be 2-4 meetings per year with the shareholders Executive Committee.



Reporting and Performance Focus, Methods and Measures

The Company's performance focus areas are to:

Customers: *Manaakitanga*

Goal: To strengthen the profile of the Waitaki as a destination

How: Maintain and continue to grow the awareness of the Waitaki to domestic visitors and international trade, with the goal to having visitor numbers increase post COVID-19.

- 1.1. Create a domestic campaign/marketing plan to draw visitors to the district.
- 1.2. Enhance Waitaki's digital media presence and exposure to visitors to boost awareness.
- 1.3. Survey visitors to the Ōamaru Blue Penguin Colony to gain valuable insights

| FOCUS | METHODS & MEASUREMENTS |
|--------------------------------|---|
| Marketing and Promotion | <p>Create a domestic winter and summer campaign to maintain the profile of the Waitaki to draw visitors to the district.</p> <p>Measure: Produce promotional campaigns for winter and summer 2022/23</p> <p>Measure: Visitor numbers are measured against COVID-19 numbers to OBPC for the 2021/22 season.</p> <p>Target: Over 12 months, visitor numbers to OBPC <u>increase by 5%</u>.</p> |
| Digital Media | <p>Enhance Waitaki's digital media presence and exposure.</p> <p>Measure: Run a digital campaign on TWL Facebook and Instagram accounts.</p> <p>Target: 5% increase overall in visits, impressions or click throughs to the TWL website, Facebook and Instagram accounts over the duration of the campaign</p> |
| Visitor Surveys (OBPC) | <p>Carry out Visitor Surveys at the Ōamaru Blue Penguin Colony to gain visitor Insights Into the experience.</p> <p>Measure: Sample size min.100pax/survey per six months from OBPC.</p> <p>Target: Increase the OBPC NPI rating by 2% on the 2021 calendar year.</p> |
| | <p><i>(NPI or Net Promoter Score, is derived from customers being asked a specific survey question. The resulting score can be used to compare previous NPI scores, or against similar businesses within the same Industry. To increase the NPI score generally reflects a lift in visitor satisfaction with the product or experience).</i></p> |

Contribution: Ako

Goal: Be a trusted leader in tourism

How -

- 1.1 Manage TWL businesses in a financially sustainable manner.
- 1.2 Continue to improve customer experiences at the Ōamaru Blue Penguin Colony.
- 1.3 Provide industry data, support and insights to operators.

| FOCUS | METHODS & MEASUREMENT |
|--|---|
| Best Practice Business Management | Enhancements and developments are achieved within budget & resources. Measure: Operations are kept within planned budgets. Target: End of year financial outcomes are within budget |
| Improve Customer Experience | Ensure the integrity of the environment is protected at the Oamaru Blue Penguin Colony, measured by annual Qualmark ratings. Measure: The annual Qualmark Assessment is maintained at the Ōamaru Blue Penguin Colony as a Silver rating or exceeds to Gold. Target: To achieve a Gold award |
| Contribution to local industry | Be a resource for local operators and aspiring tourism businesses to obtain knowledge, data, and insights. Measure: To ensure Industry Information Is made available to the sector and offer up-skilling opportunities through arranged training or workshops. Target: 1. Hold operator workshops twice a year 2. Issue bi-monthly newsletters to operators. |
| Participate in regular meetings with the Waitaki Tourism Assn (WTA). | Collaborate and share industry knowledge and insights, using these to guide each other to reaching improved outcomes for operators and communities. Measure: Ensure collaboration is maintained between local providers and TWL through their alliance with WTA. Target: Attend a minimum of 8 meetings per year |
| Conduct stakeholder engagement | Surveys members once a year to review the strength and development of the relationships. Measure: Test the value of the RTO to members to ensure it is delivering to expectations and beyond. Target: Survey members on an annual basis. |

Collaboration & Ambition: *Whanaungatanga*

Goal: Tourism elevates community pride

How -

- 1.1. Create robust and trusted relationships with iwi, operators, and communities.
- 1.2. Destination Management Development Plan.

| FOCUS | METHODS & MEASUREMENTS |
|---|---|
| Relationships | Support businesses through the COVID-19 pandemic by building a strong membership and advertising partnership program. Measure: Develop a membership program which offers members tangible deliverables for their subscription. Target: increase membership YoY at 4% growth. Meet tourist operators in Ōamaru, Ōmarama, Ōtematata, Kurow, Duntroon, Hampden, Moeraki, Palmerton at least once a year |
| Develop a Destination Management Strategy for the Waitaki District. | Produce a Destination Management Development Plan (DMP). Phase two of the Waitaki Destination Management Strategy (completed in 2021) takes the contributions shared by communities, Iwi and stakeholders to develop a DM Plan which reflects the diverse nature of the district allowing for experience development, collaboration, entrepreneurial thinking, and specialization with other sectors where advantages and mutual benefits exist. Measure/Target: Produce the Waitaki Destination Management Development Plan by June 2022. |

Financial projections for the Company

Year Ending 30 June 2022

Shareholder's Equity \$500,000

Ratio of Consolidated Shareholders' Funds to Total Assets

The ratio of consolidated shareholders' funds to total assets will continue to exceed 5%.

'Shareholders' Funds' (Equity) are defined as the paid-up capital plus any retained tax paid profits earned and less any dividends distributed to shareholders. They include accumulated surpluses – revaluation reserves, trust funds and any other reserves or funds which have been accumulated in accounts known as either "Revenue Reserves" or "Capital Reserves".

'Total Assets' are defined as the sum of all current and non-current assets plus investments of the Company.

Directors Estimate of the Company Value

The Estimate of the Commercial value of the shareholders' investment shall be the opening balance of shareholders' funds. The directors will advise the shareholders on an annual basis if they differ materially from this state.

GOVERNANCE, POLICIES AND PROCEDURES

Corporate Governance Statement

Role of the Board of Directors

The Directors' role is defined in section 58 of the Local Government Act 2002. This section states that all decisions relating to the operation of the Council Controlled Organization shall be made pursuant to the authority of the directorate of the Organization and its Statement of Intent. The Board consults with the Company's shareholder in preparing and reviewing the Statement of Intent.

The Board will meet a minimum of six times a year and more frequently as required. Meetings may be in person or by teleconference. The Board is responsible for the proper direction and control of the Company's activities. This responsibility includes such areas of stewardship as the identification and control of the Company's business risks, the integrity of management information systems and reporting to shareholders. While the Board acknowledges that it is responsible for the overall framework of the Company, it recognizes that cost effective internal control systems will preclude errors and irregularities.

The board shall ensure that suitable governance policies are in place to give effective and efficient direction of the company.

The Role of the Shareholder

- a) The Board aims to ensure that the shareholder is informed of all major developments affecting the Group's state of affairs. The shareholder is consulted with on the review of the Company's Statement of Intent and is responsible for the appointment of directors. Information is communicated to shareholder in the Annual Report, the Half-year Report and Shareholder meetings or special meetings where required.

Board Appointments

- b) Directors are appointed by the shareholder in accordance with Council policy. The Board is subject to the shareholder's director rotation policy requiring all the directors to retire over any three-year period. Retiring Directors shall be eligible to apply for reappointment.

Director and Board Performance

The Board formally reviews its performance, and the performance and contribution of individual directors on an annual basis, taking into account the current and future needs of the Company, and performance improvement processes are implemented as required. The annual review also provides information to the shareholder on the mix of skills needed to assist with the identification of new directors. The Board shall review the role of the Chair annually.

Company Management Structure

All operations and management of the Company and its business units are delegated to the General Manager, Tourism Waitaki Limited who appoints and relies on key personnel for support.

Code of Conduct

The Board has adopted policies for its members, executive and staff, specifying the business standards and ethical considerations in conducting its business with stakeholders.

Treasury Policy

There is no exposure to foreign exchange. Interest rate risk, sensitive spending and delegated financial authority is managed in accordance with the Delegation Policy Manual. No speculative investments are authorized. Investments are held with a registered bank and require Board approval.

Audit

External auditors are used to evaluate the quality and reliability of information provided to the shareholders.

Rebate

Any rebate paid by the company during the course of this agreement will be in the form of a reduction in grant funding compounded into the next 3-year negotiation cycle.

Accounting Policies

The accounting policies recognized by the Institute of Chartered Accountants Australia and New Zealand for the measurement and reporting of financial performance and financial position will be adopted by the Company.

A full statement of Accounting Policies will be presented in the Company's Annual Report.

All financial statements, reports, and information will be consistent with Council reporting styles and standards where both possible and practicable.

Procedures for Acquisition of Other Interests

The acquisition of shares or interest in other companies or organizations will only be considered by the Directors where such acquisition is consistent with the long-term commercial objectives of the Company.

If the directors believe that the Company should invest in, or otherwise acquire, any interest in another company or organization, they will obtain the prior approval of the shareholders.

Activities for Which the Company Seeks Compensation from any Local Authority

There are no activities for which the Company seeks compensation from any local authority.

The Council is not permitted to provide any guarantee, indemnity, or security in respects of the assets, liabilities or trading activities of the Company.

Sales of Goods/Services to the Shareholder

The Company provides goods and services to the Waitaki District Council as part of its normal business activities. These goods and services shall be charged for on a commercial basis.

File: TWL Draft SOI FY22-23 V4 28 February 2022 RRMMMC reviewed