

29 April 2015

Memo To: Mayor and Councillors  
Memo From: Administration Advisers  
**Subject: COUNCIL AGENDA – 30 APRIL 2015  
LATE ITEMS**

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**1. Governance Committee – 16 April 2015 4-34**

Document A1345178 and A1325267

Minutes of the Governance Committee meeting held on 16 April 2015 are attached to be considered as a major late item at this meeting. These minutes were listed as item 14 on the public agenda for the Council meeting on 30 April 2015 to ensure elected members were aware they would be presented to this meeting.

Also attached is the Tourism Nelson Tasman Ltd Draft Statement of Intent (A1325267), which the Governance Committee referred to Council for consideration.

Section 46A(1)-(6) of the Local Government Official Information and Meetings Act 1987 and Standing Order 2.15.8 require that agendas are distributed with the associated reports. As these minutes were not distributed with the agenda for this meeting, they must be treated as a major late item to be considered at this meeting.

In accordance with section 46A(7) of the Local Government Official Information and Meetings Act 1987 and Standing Order 3.7.5, a procedural resolution is required before a major item that is not on the agenda for the meeting may be dealt with.

In accordance with section 46A(7)(b)(i) the reason why the item was not on the agenda is because it came to hand after the agenda had been distributed.

In accordance with section 46A(7)(b)(ii) the reason why discussion of this item cannot be delayed until a subsequent meeting is because a resolution on the matter is required before the next scheduled meeting of the Council to enable timely consideration of recommendations to Council.

Recommendation

***THAT the item regarding Governance Committee – 16 April 2015 be considered at this meeting as a major item not on the agenda, pursuant to Section 46A(7)(a) of the Local Government Official Information and Meetings Act 1987, to enable timely consideration of recommendations to Council.***

## **2. Governance Committee – 16 April 2015 – Public Excluded**

Public Excluded minutes of the Governance Committee meeting held on 16 April 2015 are attached to be considered as a major late item at this meeting. These minutes were listed as item 7 on the public excluded agenda for the Council meeting on 30 April 2015 to ensure elected members were aware they would be presented to this meeting.

Section 46A(1)-(6) of the Local Government Official Information and Meetings Act 1987 and Standing Order 2.15.8 require that agendas are distributed with the associated reports. As these minutes were not distributed with the agenda for this meeting, they must be treated as a major late item to be considered at this meeting.

In accordance with section 46A(7) of the Local Government Official Information and Meetings Act 1987 and Standing Order 3.7.5, a procedural resolution is required before a major item that is not on the agenda for the meeting may be dealt with.

In accordance with section 46A(7)(b)(i) the reason why the item was not on the agenda is because it came to hand after the agenda had been distributed.

In accordance with section 46A(7)(b)(ii) the reason why discussion of this item cannot be delayed until a subsequent meeting is because a resolution on the matter is required before the next scheduled meeting of the Council to enable timely consideration of recommendations to Council.

Recommendation

***THAT the public excluded item regarding Governance Committee – 16 April 2015 be considered at this meeting as a major item not on the agenda, pursuant to Section 46A(7)(a) of the Local Government Official Information and Meetings Act 1987, to enable timely consideration of recommendations to Council.***

## PUBLIC EXCLUDED BUSINESS

### 3. Exclusion of the Public

Recommendation

***THAT the public be excluded from the following parts of the proceedings of this meeting.***

***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

General subject of the matter to be considered	Reason for passing this resolution in relation to the matter	Particular interests protected (where applicable)
<p>Governance Committee – Public Excluded Minutes – 16 April 2015</p> <p>These minutes contain information regarding:</p> <ul style="list-style-type: none"> <li>• Nelmac Limited draft Statement of Intent 2015/16 and Half Yearly Report</li> <li>• Nelson Airport Limited – Airport Land</li> <li>• Nelson Airport Limited Proposed Constitutional Changes</li> </ul>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>• Section 7(2)(h) To carry out commercial activities</li> <li>• Section 7(2)(i) To carry out negotiations</li> </ul>

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## Minutes of a meeting of the Governance Committee

**Held in the Council Chamber, Civic House, 110 Trafalgar Street,  
Nelson**

**On Thursday 16 April 2015, commencing at 9.00am**

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Present: Councillor I Barker (Chairperson), Councillor L Acland, E Davy, B McGurk, P Matheson, G Noonan, P Rainey, Mr J Murray and Mr J Peters

In Attendance: Group Manager Corporate Services (N Harrison), Group Manager Community Services (C Ward), Group Manager Infrastructure (A Louverdis), Manager Administration (P Langley) and Administration Adviser (G Brown)

Apologies: Her Worship the Mayor R Reese and Councillor K Fulton

### 1. Apologies

Resolved

***THAT apologies be received and accepted from Her Worship the Mayor and Councillor Fulton for attendance and Councillor Matheson for lateness.***

Acland/McGurk

Carried

### 2. Confirmation of Order of Business

The Chairperson advised that due to key representatives being unable to attend the meeting, items 10, 11 and 12 would be adjourned and discussed at a reconvened meeting on 23 April 2015.

The following resolution was passed:

Resolved

***THAT item 10 (Tourism Nelson Tasman Ltd draft Statement of Intent 2015/16 and Half Yearly Report), item 11 (The Nelson Regional Economic Development Agency draft Statement of Intent 2015/16 and Half Yearly Report) and item 12 (Economic Services Delivery Outcomes 2015-2018) in the public agenda, be adjourned until the Governance Committee meeting to be held on the 23 April 2015 at 9.00am.***

Murray/Barker

Carried

### **3. Interests**

Mr Murray declared an interest with item 8 on the agenda, The Bishop Suter Trust draft Statement of Intent 2015/2016 and Half Yearly Report.

Councillor Rainey declared an interest with item 7 on the agenda, Procurement Policy and Debt Management Process.

### **4. Public Forum**

There was no public forum.

### **5. Confirmation of Minutes – 3 March 2015**

Document number A1325357, agenda pages 10-17 refer.

Resolved

***THAT the minutes of a meeting of the Governance Committee, held on 3 March 2015, be confirmed as a true and correct record.***

Davy/Peters

Carried

### **6. Status Report – 16 April 2015**

Document number A1160658, tabled document.

There was a concern raised that the Everyman Records Ltd debt item needed to be monitored by Council. It was advised the item was a Governance Committee delegation and was discussed at the Governance meeting on 3 March 2015 when an opportunity for questions was presented.

In response to a question, Group Manager Corporate Services, Nikki Harrison advised the additional information referred to in the status report related only to the identification of a point of contact at Nelson City Council for the Police.

Resolved

***THAT the Status Report – Governance Committee 16 April 2015 (A1150321) be received.***

Davy/Noonan

Carried

## **7. Chairperson's Report**

There was no Chairperson's Report.

Attendance: Councillor Rainey declared an interest with item 8 and sat away from the table at 9.08am.

## **FINANCE**

### **8. Procurement Policy and Debt Management Process**

Document number A1338718, agenda pages 18-30 refer.

Group Manager Corporate Services, Nikki Harrison presented.

In response to a question, Ms Harrison clarified that page 19, clause 4.5 in relation to referring debt to a debt collection agency after more than 14 days overdue, was only the ability to and provided flexibility.

Ms Harrison added that the Debt Management Process would be considered at the Audit Risk and Finance subcommittee.

Resolved

***THAT the report Procurement Policy and Debt Management Process (A1338718) and its attachments (A1293789, A1316053 and A1324271) be received.***

Recommendation to Council

***THAT the Nelson City Council Procurement Policy January 2015 (A1293789) be approved.***

Noonan/Davy

Carried

Attendance: Councillor Rainey returned to the table at 9.14am. Mr John Murray declared an interest with item 9 and sat away from the table at 9.14am.

**9. The Bishop Suter Trust draft Statement of Intent 2015/2016 and Half Yearly Report**

Document number A1327756, agenda pages 31-76 refer.

Group Manager Community Services, Chris Ward, Director of the Suter Art Gallery, Julie Catchpole and Mr John Hambleton presented.

It was discussed that with the current situation of the Suter Art Gallery and their temporary premises it was difficult to review the Statement of Intent. Ms Catchpole advised that opportunities existed with the relocation to Halifax Street as the Suter Art Gallery was building new relationships in this area.

In response to a question, Ms Catchpole said that emerging artists could join the Nelson Suter Artists Society, however she indicated that many artists utilise the Refinery Artspace and that it was always a challenge for new artists to exhibit their artworks.

In response to a further question, Ms Catchpole advised that the Suter Trust Board had considered free admission to the public in the past, but it would mean the \$16,000 admission revenue would need to be replaced from elsewhere. Mr Hambleton added that the Suter Trust Board raised 50% of its revenue outside of grants.

Ms Catchpole informed the Committee that the Suter Trust Board was looking at a strategy to grow the Friends of the Suter membership.

Resolved

***THAT the report The Bishop Suter Trust draft Statement of Intent 2015/16 and Half Yearly Report (A1327756) and its attachments (A1325270, A1327762 and A1334741) be received;***

Davy/Rainey

Carried

Recommendation to Council

***THAT the draft Bishop Suter Trust Statement of Intent 2015/16 (A1327762) be approved as the final version.***

Davy/Noonan

Carried

Attendance: Mr John Murray returned to the table at 9.31am.

## 10. Nelson Events Strategy Funding Application South Island Masters Games

Document number A1339394, agenda pages 77-96 refer.

Attendance: Councillor Rainey left the meeting at 9.32am.

Group Manager Community Services, Chris Ward, presented.

The Chairperson advised this was a large event and the benefits to the region were illustrated in the report.

Attendance: Councillor Rainey returned to the meeting at 9.33am.

In response to a question, Mr Ward advised that the Events Management Committee was organised by the Economic Development Agency. He added that Tasman District Council was not contributing to the event.

There was some concern raised that there would not be a significant impact to Nelson City in relation to financial benefits as the event was held at Saxton Field. Mr Ward advised that it would be the standard charging regime and that organisers had shown that there were benefits for the economy.

There was a varying opinion as to whether or not Council should be operating as a commercial enterprise.

In response to a question, Mr Ward advised that the \$65,000 figure was to match the contribution of the Canterbury Community Trust.

There was general support that the region benefited from these events.

Resolved

***THAT the report Nelson Events Strategy Funding Application South Island Masters Games (A1339394) and its attachments (A1341230, A1341271 and A1340067) be received;***

***AND THAT Tasman Regional Sports Event Trust receive \$65,000 sponsorship through the Events Marketing and Development Fund for the 2015 South Island Masters Games subject to all contractual conditions being agreed to.***

Davy/Noonan

Carried



## REPORTS FROM COMMITTEES

### 11. Audit, Risk and Finance Subcommittee – 10 March 2015

Document number A1327326, agenda pages 173-180 refer.

Mr John Peters advised that this was the first meeting of the Audit, Risk and Finance subcommittee and the subcommittee was establishing a work programme.

Resolved

***THAT the unconfirmed minutes of a meeting of the Audit, Risk and Finance Subcommittee, held on 10 March 2015, be received.***

Peters/Murray

Carried

#### 11.1 Corporate Report for the Period Ending 31 January 2015

In response to a question, Group Manager Infrastructure, Alec Louverdis, advised that the two week's notice referred to in clause 2 of the recommendation was adequate and that the increased charges would be effective from 1 July.

Recommendation to Council

***THAT the landfill charges be increased from \$114 per tonnes (inclusive of GST) to \$121 (inclusive of GST) effective 15 May 2015;***

***AND THAT landfill users be given two weeks notice of the increase in landfill charges;***

***AND THAT approval is given for a transfer of all capital expenditure and debt relating to the Maitai Walkway to be made from the Inner City Enhancement account to the Unsubsidised Roding account in order to properly account for interest and debt in future years.***

Peter/McGurk

Carried

#### 11.2 Liability Management and Investment Policies

Recommendation to Council

***THAT the Liability Management and Investment Policies, with amendments from the Audit, Risk and Finance Subcommittee, be adopted.***

Peter/McGurk

Carried

## 12. Exclusion of the Public

Rob Gunn and Margaret Soderberg of Nelson, were in attendance for Item 6 of the Public Excluded agenda to answer questions and, accordingly, the following resolution was passed:

Resolved

***THAT, in accordance with section 48(5) of the Local Government Official Information and Meetings Act 1987, Rob Gunn and Margaret Soderberg remain after the public has been excluded, for Item 6 of the Public Excluded agenda (Nelmac Limited draft Statement of Intent 2015/16 and Half Yearly Report), as they have knowledge that will assist the Council;***

***AND THAT, in accordance with section 48(6) of the Local Government Official Information and Meetings Act 1987, the knowledge that Rob Gunn and Margaret Soderberg possess relates to the Nelmac Limited draft Statement of Intent 2015/16 and Half Yearly Report.***

Resolved

***THAT the public be excluded from the following parts of the proceedings of this meeting.***

***The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	<p><b>Nelson Airport Limited Proposed Constitutional Changes</b></p> <p>This report contains information regarding constitutional changes of a Council</p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>Section 7(2)(h) To carry out commercial activities</li> </ul>

Governance Committee  
16 April 2015

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
	Controlled Organisation.		
2	<p><b>Nelson Airport Limited - Airport Land</b></p> <p>This report contains information regarding airport land.</p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>Section 7(2)(i) To carry out negotiations</li> </ul>
3	<p><b>Nelmac Limited draft Statement of Intent 2015/2016 and Half Yearly report</b></p> <p>This report contains information regarding a draft statement of intent and half yearly report.</p>	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> <li>Section 7(2)(h) To carry out commercial activities</li> </ul>

Barker/McGurk

Carried

The meeting went into public excluded session at 9.54am at which time Councillor Matheson joined the meeting. The meeting resumed in public session at 11.26am.

### Re-admittance of the Public

Resolved

***THAT the public be re-admitted to the meeting.***

Davy/Peters

Carried

As resolved in the Confirmation of Order of Business, the meeting adjourned at 11.26am with the remaining items to be considered at a reconvened meeting on 23 April 2015.

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## **Minutes of a reconvened meeting of the Governance Committee**

**Held in the Council Chamber, Civic House, 110 Trafalgar Street,  
Nelson**

**On Thursday 23 April 2015, commencing at 9.00am**

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Present: Councillor I Barker (Chairperson), Her Worship the Mayor Rachel Reese, Councillors L Acland (Deputy Chairperson), E Davy, K Fulton, B McGurk, P Matheson, G Noonan, P Rainey, and Mr J Peters and Mr J Murray

In Attendance: Chief Executive (C Hadley), Administration Adviser (G Brown)

### **FINANCE**

#### **10. Tourism Nelson Tasman Ltd draft Statement of Intent 2015/16 and Half Yearly Report**

Document number A1335253, agenda pages 97-129 refer.

Chief Executive, Clare Hadley, presented the report.

Phil Taylor, Chair of Tourism Nelson Tasman Ltd, and Lynda Keane, Chief Executive Officer, joined the meeting to answer any questions.

In response to a question, Ms Keane advised that Tourism Nelson Tasman had 1.2 full time employees and that they supported operators of events in the region. In addition, the same resources marketed the region domestically and internationally.

In response to a further question, Ms Keane said that over the last ten years the average length of stay for visitors was 2.16 nights and in January 2015 it was 3.05 nights. She advised the Committee that statistics were from Statistic New Zealand however, did not include B&B, holiday homes and luxury lodges.

Ms Keane advised that four cruise ships came to Nelson in 2014 and this year seven were expected. She indicated that Tourism Nelson Tasman was seeking to increase the number of ships coming to Nelson but there were limitations at the Port. She clarified that Tourism Nelson Tasman contacted cruise lines directly.

In response to a question, Ms Keane advised that Tourism Nelson Tasman selected projects carefully due to limited funding and that European markets would likely receive less resource. She added that

she would be seeking additional funding from operators and local businesses.

In response to a further question, Ms Keane clarified that the results in table 1.0 of the Six Month Report to Shareholders – 1 July to 31 December 2014 illustrated Nelson Tasman together as only one Regional Tourism Organisation (RTO) exists in this area and for each area with an RTO these are shown separately. She added that Nelson Tasman results were trending well and there was substantial growth in the West Coast.

It was discussed that Nelson should be leveraging from events such as the Cricket World Cup and encouraging visitors to stay for an extra day. It was suggested that this could be a KPI within the Statement of Intent (SOI).

The Committee agreed funding income should be shown separately for Nelson City Council funding of \$664,878 and the amount which would be utilised for contractors.

It was suggested that Nelson was not well promoted when it came to signage throughout New Zealand.

In response to a question, Ms Keane advised that Tourism Nelson Tasman worked with Online Travel Agencies to promote the region. However, it was noted that Tripadvisor only contained limited information on activities in Nelson.

It was highlighted that trending information would be useful and that negatives should also be included in the Six Month Report to Shareholders, such as the stopping of the Nelson to Palmerston North airline route.

Attendance: Councillor Fulton left the meeting at 9.50am.

Mr Taylor advised the Committee that for a small organisation it would be difficult to be more effective.

Ms Keane said that secondary flights to Nelson was a barrier, however Nelson attracted the 7<sup>th</sup> highest number of visitors. In response to a question, she added that attractions such as the proposed Nelson Gondola project and a direct route from Auckland and Queenstown would be advantageous for the region.

It was discussed that the Statement of Intent (SOI) needed further work. It was noted that there was a review underway of Tourism Nelson Tasman.

Resolved

***THAT the report Tourism Nelson Tasman Ltd draft Statement of Intent 2015/16 and Half Yearly Report (A1335253) and its attachments (A1325269, A1325267 and A1334741) be received;***

Peters/Davy

Carried

Attendance: Councillor Rainey and Councillor Davy left the meeting at 10.24am.

It was discussed that due to the timelines the Committee should refer the matter back to Council for consideration.

Attendance: Councillor Rainey returned to the meeting at 10.26am.

It was highlighted that the information gathered from a review of economic development services would be distributed to councillors and could have an impact on the SOI. However, due to the legal framework for Council Controlled Organisations the current process needed to be followed.

Attendance: Councillor Davy returned to the meeting at 10.28am.

Recommendation to Council

***AND THAT the Governance Committee refer back to Council the draft Statement of Intent (A1325267) for consideration.***

Davy/Noonan

Carried

Attendance: The meeting adjourned for morning tea at 10.35am until 10.49am. During this time Councillor Fulton returned to the meeting.

**11. The Nelson Regional Economic Development Agency draft Statement of Intent 2015/16 and Half Yearly Report**

Document number A1335048, agenda pages 130-166 refer.

Chairman, Paul Dalzell, and Chief Executive of the Economic Development Agency (EDA), Bill Findlater joined the meeting to answer questions.

In response to a question, Mr Findlater advised that there was no plan to market Nelson in relation to migrants as it was a decision not to capitalise from someone's misfortune.

In response to a further question, Mr Findlater said that he could not publicly discuss potential projects relating to China. However, he added that Nelson was promoted well in some Chinese cities and there was a market for New Zealand products in China. He said supplying China was the difficulty.

There was a discussion regarding promoting career opportunities in aquaculture, seafood and marine industries.

It was agreed that reference to Horoirangi be removed from table 4 of the Half Yearly Report December 2014 and table 4.3 of the Statement of Intent.

It was agreed that on page 163 of the Statement Of Intent, under Physical Infrastructure the reference to a convention centre be removed.

Attendance: Her Worship the Mayor left the meeting at 11.18am.

Mr Findlater advised the Committee that organisations which were already established did not need the assistance of the EDA, although the EDA was comfortable assisting with funding or endorsing projects.

Attendance: Councillor Rainey left the meeting at 11.26am.

It was discussed that the EDA was part of the review of economic development services.

There was a discussion regarding the important of trending information and it was noted that part of the SOI referred to progress measurements and GDP statistics. It was highlighted that this information would be gathered over time and then the data could be analysed.

Resolved

***THAT the report Nelson Regional Economic Development Agency draft Statement of Intent 2015/16 and Half Yearly Report (A1335048) and its attachments (A1323924, A1323928 and A1334741) be received;***

Murray/Matheson

Carried

Recommendation to Council

***THAT the draft Nelson Regional Economic Development Agency Statement of Intent (A1323928) be approved with the following amendments:***

- **Removal of Horoirangi from table 4.3;**
- **Removal of the reference to the convention centre on page 163 under Physical Infrastructure.**

Noonan/McGurk

Carried

## **12. Economic Services Delivery Outcomes 2015-2018**

Document number A1339069, agenda pages 167-172 refer.

There was a discussion in relation to the information provided. It raised many questions and it was agreed that this item needed additional time to discuss and fully understand.

It was noted that due to timeframes the item may need to be considered at an extraordinary meeting.

Resolved

***THAT the report Economic Services Delivery Outcomes 2015-2018 (A1339069) and its attachment (A1335085) be received;***

***AND THAT a workshop be held to discuss the Economic Services Delivery Outcomes 2015-2018 (A1339069).***

Noonan/Matheson

Carried

There being no further business the meeting ended at 11.50am.

Confirmed as a correct record of proceedings:

\_\_\_\_\_ Chairperson \_\_\_\_\_ Date



**TOURISM NELSON TASMAN LTD**  
**(TRADING AS NELSON TASMAN TOURISM)**

**DRAFT STATEMENT OF INTENT**

**2015-2018**

**Registered Office:** 75 Trafalgar Street, Nelson

**Directors:** Phil Taylor (Chair), 198 Hill St, Richmond, Nelson  
Larry Lumsden, 32 Crombie Green, Northwood, Christchurch  
Sharon McGuire, 34 Cambelldon Crescent, Stoke, Nelson  
Terry Horne, 1 Di Leva Way, Nelson

**Chief Executive:** Lynda Keene, 77 Panorama Drive, Enner Glynn, Nelson

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**Overview**

Nelson Tasman Tourism (NTT) is a regional tourism organisation (RTO), one of 30 throughout New Zealand. It is owned by Nelson City Council (NCC) and is structured as a Council Controlled Trading Organisation (CCTO). The funding from NCC includes an annual grant from Tasman District Council. The company generates substantial additional income from the products and services it provides to the tourism sector, Tourism New Zealand (TNZ) and visitors.

The company employs experienced business Directors and tourism and marketing professionals and through their expertise provide an essential public service and economic return to the region in excess of \$490million spent by visitors each year (Source: Ministry of Business, Innovation & Employment, Regional Tourism Estimates year-end March 2014).

The primary areas of activity are to promote the region through marketing activities, support tourism development activities and provide visitor information services through the Nelson i-SITE. Performance is measured against key performance indicators in the company's Statement of Intent.

**Nelson Tasman Tourism – Vision for the Region**

*"That tourism in Nelson Tasman is vibrant and sustainable, providing a major contribution to the regional economy."*

**Nelson Tasman Tourism – Company Mission**

*To bring together people, information and investment in creative ways to deliver leading regional marketing, tourism development and quality information services.*

## 1. NATURE AND SCOPE OF THE ACTIVITIES TO BE UNDERTAKEN

The purpose of NTT is to deliver economic benefits for Nelson City Council, the region as a whole, to stakeholders through regional marketing, tourism development and monitoring and visitor information services:

- 1.1. **Regional Marketing** - the strategic marketing and promotion of the Nelson Tasman region as a visitor destination. Domestic and international marketing activity focuses on achieving visitor growth during the shoulder and low season (May-Sep). The company's principle mode of activity is to leverage off regional infrastructure, events and the private sector tourism activity to achieve visitor growth. For example this includes leveraging off:
  - Major events such as RWC2011 and the CWC2015 which can achieve extensive international exposure of the region
  - New infrastructure such as Tasman's Great Taste Trail and Dun Mountain Trail which provide strong opportunities to promote cycling in the region
  - Key and iconic regional visitor attractions such as Abel Tasman National Park and Coastal Walk, Kahurangi National Park and Heaphy Track, Nelson Lakes National Park and the Te Araroa Trail in Mount Richmond Forest Park
  - The region's cultural and artistic and environmental values
  - City conference and event offering to attract corporate/business visitors
  - Partnership with Nelson Airport and Port Nelson to attract leisure and business visitors and cruise ship visitors.
- 1.2. **Tourism Development and Monitoring** – strategic planning, leadership and advocacy for the tourism sector. Provide professional, impartial and objective advice and information to assist new project concepts and developments that contribute towards increased visitor spend. For example:
  - Development and implementation of the Nelson Tasman Regional Tourism Strategic Plan (NTRTSP)
  - Air connectivity and attracting increased services, frequency and new airlines
  - Nelson Fringed Hill Gondola project
  - Brook Waimarama Sanctuary Trust project
  - Kohatu Motorsport Park development (known as New Zealand Central Motorsport and Adventure Park)
  - Conference and performing art facilities i.e. Trafalgar Centre
  - National park management plans and Local Government planning
  - Tourism monitoring and commentary and advice to NCC, collation and interpretation of statistics, liaison with national tourism bodies and regional tourism organisations
  - Working with Nelson Regional Economic Development Agency (NREDA) to contribute towards achieving outcomes in the Regional Economic Development Strategy
- 1.3. **Nelson i-SITE** - managing and operating high quality, cost effective services.
- 1.4. **Company Management** - company operates within sound financial parameters

## 1.1 OBJECTIVES, PERFORMANCE MEASURES AND TARGETS

OBJECTIVE 1.1 Regional Marketing	PERFORMANCE MEASURE	TARGET	REPORT CYCLE 6 MONTHLY	REPORT CYCLE ANNUAL
Achieve growth in international and domestic guest nights and visitor length of stay	Commercial Accommodation Monitor	<p>Perform better collectively against the average result from regional competitors (Dunedin, Northland, Hawkes Bay, Bay of Plenty, West Coast):</p> <ul style="list-style-type: none"> <li>• International guest nights</li> <li>• Domestic guest nights</li> <li>• Visitor length of stay</li> </ul>	<p>✓ ✓ ✓</p>	<p>✓ ✓ ✓</p>
Strategically invest in activity in emerging markets (China and India)	Regional Tourism Estimates	<ul style="list-style-type: none"> <li>• Increase visitor spend from emerging markets against previous year</li> </ul>	✓	✓
Increase private sector investment in regional marketing	Private sector investment in NTT programmes	<ul style="list-style-type: none"> <li>• Increase total investment by 2% (through collaborative partnerships with Cycle Trust, Wine Nelson and other activities)</li> <li>• Achieve International Marketing Group (IMG) minimum investment of \$50,000 per annum</li> <li>• Achieve Convention &amp; Domestic Marketing Group (CDMG) minimum investment of \$25,000 per annum</li> </ul>		<p>✓ ✓ ✓</p>
Improve region's performance as a conference and meeting destination	Convention Activity Survey ranking	<ul style="list-style-type: none"> <li>• Maintain 10<sup>th</sup> ranking attracting conference business against NZ Convention Bureaux</li> <li>• Host minimum of 6 Professional Conference Organisers (PCOs)</li> </ul>		<p>✓ ✓</p>
Improve utilisation of website <a href="http://www.NelsonNZ.com">www.NelsonNZ.com</a>	Website statistics	<ul style="list-style-type: none"> <li>• Achieve \$25,000 website listing revenue</li> <li>• Increase number of website page visits by 5%</li> <li>• Increase visits via mobile devices by 10%</li> </ul>	✓	<p>✓ ✓ ✓</p>

OBJECTIVE 1.2 Tourism Development & Monitoring	PERFORMANCE MEASURE	TARGET	REPORT CYCLE 6 MONTHLY	REPORT CYCLE ANNUAL
<p>NTT provides leadership in assisting growth and new product development for region</p> <p>e.g. Tasman Great Taste Trail, Dun Mountain Trail, Trafalgar Centre development, Brook Waimarama Sanctuary, proposed Nelson Gondola project, Kohatu Motorsport Park etc.</p> <p>Work with NREDA to assist with achieving REDs outcomes</p>	<p>Nelson Tasman Regional Tourism Strategic Plan (NTRTSP)</p> <p>Facilitate new Nelson air routes, attract new airline or increased frequency of flights</p> <p>Showcase and provide advice and marketing assistance to strategically important new community and visitor ventures</p> <p>Facilitate growth in cruise ship visits</p> <p>Gross Domestic Product (GDP) contribution</p>	<ul style="list-style-type: none"> <li>• Establish and commence implementation of NTRTSP by 30 September 2015</li> <li>• Work with airlines to achieve one new airline route or increased frequency by 30 June 2016</li> <li>• Facilitate and make presentations to industry and stakeholders</li> <li>• Increase number of cruise ship visits against previous</li> <li>• Show increase in GDP contribution over previous REDs value of \$128m</li> </ul>	<p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<p>Improve economic performance as a visitor destination</p>	<p>Regional Tourism Estimates</p>	<ul style="list-style-type: none"> <li>• Increase total visitor spend by 2% per annum</li> </ul>		<p>✓</p>
<p>To include Tangata Whenua in tourism and encourage involvement</p>	<p>Support development of Maori tourism enterprises</p>	<ul style="list-style-type: none"> <li>• Meet with local Iwi to assist and promote participation in tourism investment</li> <li>• Meet with other Maori organisations to discuss participation in tourism investment</li> </ul>		<p>✓</p> <p>✓</p>

OBJECTIVE 1.3 Nelson i-SITE	PERFORMANCE MEASURE	TARGET	REPORT CYCLE 6 MONTHLY	REPORT CYCLE ANNUAL
Nelson i-SITE is managed efficiently and effectively	Commercial revenue meets agreed budgets	<ul style="list-style-type: none"> <li>Meets budget</li> </ul>	✓	✓
	i-SITE Qualmark standards	<ul style="list-style-type: none"> <li>Achieve Qualmark compliance standards</li> </ul>		✓

OBJECTIVE 1.4 Company Management	PERFORMANCE MEASURE	TARGET	REPORT CYCLE 6 MONTHLY	REPORT CYCLE ANNUAL
The company operates within sound financial parameters	Net profit, working capital and company equity	<ul style="list-style-type: none"> <li>Net Profit meets budget</li> <li>Increase revenue by 3% from trading</li> <li>Working capital of \$50,000</li> <li>Maintain equity level of at least \$120,000 by 30 June 2016</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>
Company consults and communicates with stakeholders about NTT's activities and performance	Industry Annual Survey	<ul style="list-style-type: none"> <li>Show an increase in survey respondents</li> <li>Two industry forums per year</li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>
Company regularly informs NCC of activities and plans	SOI, 6 monthly updates and AGM	<ul style="list-style-type: none"> <li>Approved SOI, 6-Month Report and Annual Report</li> </ul>	✓	✓
To be a good employer	Staff satisfaction survey	<ul style="list-style-type: none"> <li>Overall staff satisfaction rate is 80%</li> </ul>		✓
	Health & Safety	<ul style="list-style-type: none"> <li>Zero serious harm accidents</li> <li>3 staff briefings per year</li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>

## **2. INFORMATION PROVIDED TO SHAREHOLDER: 1 July 2015 - 30 June 2016**

**1.2.** Before 1 March a 'six month' report covering an abbreviated Statement of Financial Performance and Statement of Financial Position, performance indicators, commentary on activities and other such information as the Directors consider necessary to enable an informed assessment of the Company's performance during the period being reported.

**1.3.** Within three months after the end of the financial year (i.e. 30 September) the Directors shall deliver to the shareholder a draft annual report which fulfils the requirements of Section 67 of the Local Government Act 2002, prepared to comply with International Financial Reporting Standards, and audited financial statements in respect of the financial year, and within three months provide a final annual report containing the following information as a minimum:

- An annual report to be sent to the shareholder including a summary of the financial results, a review of operations and a comparison of performance in relation to objectives not less than twenty working days before the Annual General Meeting (generally in the third week in October) and any recommendation as to dividend.
- A financial statement disclosing actual and budgeted revenue and expenditure and comparative figures from the previous financial report.
- A statement of financial position as at the financial year end.
- An Auditor's report on the above statements and the measures of performance in relation to objectives.
- Any other information that would normally be available to a controlling private shareholder, thereby enabling the shareholder to assess the value of their investment in the Company.
- Any other matters that the shareholder and the Directors agree shall be disclosed as appropriate.
- This Annual Report shall be made available for inspection at Council office.

**2.3** An annual business plan will be developed each year outlining the overall business strategy and programmes for the Company.

## **2. PROCEDURE TO BE FOLLOWED WITH PURCHASE OF SHARES IN OTHER COMPANY OR ORGANISATION**

The procedure to be followed before subscription for, or purchase of, or other acquisition of shares in any company or organisation, shall be by resolution of the Directors, excepting that any significant diversification or addition to existing activities will be referred to the shareholder for approval.

### 3. DIRECTORS' ESTIMATE OF COMPANY VALUE

The Directors' estimate that the opening balance of shareholder funds in the annual accounts will represent the value of the Company. The Directors will advise the shareholder on an annual basis if they believe the value to differ materially from this state. The opening balance of equity projected at 1 July 2015 is \$161,072 which includes the marketing reserve of \$60,605.

The projected ratio of consolidated shareholder funds to total assets at 1 July 2015 is 32%.

Based on the nature of Tourism Nelson Tasman Limited's (TNTL) business the shareholder accepts no dividend is required to be paid to the shareholder as a result of the company's activities.

### 4. BUDGETS

The Company's budgets for the period 2015-2018 are attached as an appendix.

Budgets have been prepared taking into account the historical operating costs for the Company and planned activity for the next three years.

The operating budget has been prepared under the advice of NCC that base funding of \$664,878 is available for the 2015-2016 year inclusive of 1.6% CPI adjustment.

#### 6.1 Budget Assumptions

- Shareholder funding is comprised of:
  - NCC 2015-2016; \$664,878 adjusted for CPI at 1.6% for years two and three
- Revenue from trading includes private sector investment in website, visitor guide, memberships and brochure displays and revenues from i-SITE booking sales, retail sales and other income.
- Depreciation and amortisation assumes capital expenditure in 2015-2016 for website and HD film library
- Operating expenses include regional marketing investment, collateral production, standing charges and finance and administration costs

Once funding levels are confirmed from NCC, upon the advice of Audit NZ the Company will prepare the Company financial position to operate as a going concern.

- The Company will enter the 2015-2016 year in what is anticipated to be a period that will see some growth in international markets and a highly competitive domestic market.
- The Company will continue to experience changes in Company revenue streams due to changing tourism trends. The Company will continually review activity to ensure it adjusts appropriately.
- The Company has an ongoing commitment to exploring opportunities for new sources of revenue and improved yield.
- Discretionary marketing spend will be held until the fourth quarter each year and only expended then if revenue allows in order to work within budget and income fluctuations.

The Company has a marketing reserve policy to retain 1.7% of council funding inclusive of CPI adjustment each year. This is shown as a separate item as at 1 July 2015 of \$60,605.

## 5. REVIEW OF COMPANY

We understand the present intention of NCC is to retain the services that NTT currently provides but the structure required to do that is yet to be determined.

The work NTT does contributes significantly not only to the wellbeing of the city and region's tourism sector but to the regional economy as a whole through the broad advantages visitor activities bring on a daily basis. The marketing activities also have a broad reach in branding the region, stimulating business investment, coordinating activities and encouraging people to choose to live in our region. This valuable work should not be lost and must continue.



## **APPENDICES:**

### **APPENDIX I: THE BOARD'S APPROACH TO GOVERNANCE**

#### **GOVERNANCE PRINCIPLES**

The Company operates to the Principles and Guidelines for Corporate Governance in New Zealand, published by the Securities Commission New Zealand;

- Directors will observe and foster high ethical standards.
- There will be a balance of independence, skills, knowledge, experience, and perspectives among Directors so that the Board works effectively.
- The Board will use committees where this would enhance its effectiveness in key areas while retaining Board responsibility.
- The Board will demand integrity both in financial reporting and in the timeliness and balance of disclosures on entity affairs.
- The remuneration of Directors and executives should be transparent, fair, and reasonable.
- The Board will regularly verify that the entity has appropriate processes that identify and manage potential and relevant risks.
- The Board will ensure the quality and independence of the external audit process.
- The Board will foster constructive relationships with the shareholder that encourages engagement.
- The Board will respect the interests of the stakeholder within the context of the entity's ownership type and its fundamental purpose whilst maintaining the best interest of the Company.

## **THE ROLE OF THE BOARD**

- Ensuring sound financial and strategic management of the Company.
- Ensuring the Company meets its objectives as defined in this Statement of Intent.
- Ensuring the Company complies with all its lawful obligations.
- Ensuring the shareholder is kept well informed on all relevant issues and that there are “no surprises” on matters likely to cause community or political concern.
- Making any decisions as to policy that is not the preserve of general management and day-to-day administration.
- Employing the Chief Executive (including entering into a performance management agreement, reviewing performance and setting remuneration).

## **COMPOSITION OF THE BOARD**

- The Board is made up of four non-executive Directors.
- The shareholder will be responsible for appointing Directors to the Board.
- The procedure for appointment of Directors Council Controlled Trading Organisations.
- The Board will appoint a Chair at the meeting following each Annual General Meeting.

## **BOARD REMUNERATION**

- The Board will provide its shareholder with their recommendations on remuneration no longer than three months in advance of the AGM. Following consultation with NCC the shareholder will approve the total remuneration for the Board at the Annual General Meeting. The Board will be responsible for deciding the apportionment of this amount.

## **RISK MANAGEMENT POLICIES**

- The Board shall ensure that appropriate insurance is maintained on all insurable risks of the Company, and in particular public liability insurance.
- The Board shall ensure that the Company has procedures in place to achieve compliance with all applicable legislation, including adherence to International Financial Reporting Standards.

## **GUIDANCE AND RESOURCES PROVIDED TO BOARD MEMBERS.**

Sound financial management and systems that provide reports to the Board as follows:

- Statement of financial performance for the preceding month, year to date and year end projections.
- Statement of financial position at the preceding month end.
- Projected Year-End cash-flow position
- Chief Executive's report addressing issues related to the Company's performance against objectives (financial and non-financial).
- The Board will ensure that relevant training opportunities are made available to Directors

## **APPENDIX II Statement of Accounting Policies and Budgets**

### **Statement of Accounting Policies**

#### **Reporting Entity**

Tourism Nelson Tasman Ltd is a company incorporated and domiciled in New Zealand and registered under the Companies Act 1993. Tourism Nelson Tasman Ltd is owned 100% by NCC.

The Company is a Council Controlled Trading Organisation as defined in S6 (1) of the Local Government Act 2002.

The primary objective of the Company is to market the Nelson Tasman region as a visitor destination and operate the Nelson i-SITE, rather than make a financial return. Accordingly, the Company has designated itself as a public sector public benefit entity for the purposes of New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS).

The financial statements of Tourism Nelson Tasman Ltd have been prepared in accordance with the requirements of the Companies Act 1993, the Financial Reporting Act 2013 and the Local Government Act 2002. The financial statements are for the year ended 30 June.

#### **Basis of Preparation**

##### **Statement of Compliance**

The financial statements of the Company have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

##### **Differential Reporting**

The Company qualifies for differential reporting, under the Framework for Differential Reporting, in that it is not publicly accountable and is not large. The Company has taken advantage of all differential reporting exemptions except it has chosen to present a Statement of Cash Flow.

These financial statements have been prepared in accordance with NZ GAAP. They comply with NZ equivalents to International Financial Reporting Standards, as appropriate for public benefit entities (NZ IFRS PBE).

##### **Measurement Base**

The accounting principles recognised as appropriate for the measurement and reporting of earnings and financial position on a historical basis are followed by the Company, with the exception of certain items for which specific accounting policies are identified.

##### **Functional and Presentation Currency**

The financial statements are presented in NZ dollars and all values are rounded to the nearest dollar. The functional currency of the Company is New Zealand dollars.

##### **Changes in Accounting Policies**

There have been no changes in the accounting policies.

## **Significant Accounting Policies**

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

### **Accounting Policies**

The following accounting policies which materially affect the measurement of comprehensive income and the financial position have been applied:

#### **1 Revenue**

Revenue is measured at the fair value of consideration received.

#### **2 Grants**

Grants received from Nelson City Council are the primary source of funding for the Company and are restricted for the purposes of the Company meeting its objectives as specified in its Statement of Intent.

Council, government and non-government grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation the grants are initially recorded as grants in advance, and recognised as revenue when conditions of the grant are satisfied.

#### **3 Other revenue**

Revenue from products held for sale is recognised when a product is sold to a customer. Sales are usually in cash or by credit card. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

Interest income is recognised using the effective interest method.

Where physical assets are donated or vested in the Company for nil or nominal consideration the fair value of the asset received is recognised as revenue. Assets vested in the Company are recognised as revenue when it obtains control over the assets.

#### **4 Goods and services tax**

The financial statements have been prepared exclusive of goods and services tax (GST) with the exception of receivables and payables, which are stated with GST included.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

#### **5 Taxation**

Entities which qualify for differential reporting concessions are not required to account for deferred income tax in accordance with NZ IAS 12(PBE). Tourism Nelson Tasman Ltd has elected to account for income tax in accordance with the taxes payable method. Under the taxes payable method, income tax expense in respect of the current period is equal to the income tax payable for the same period. The income tax effects of temporary differences, unused tax losses and unused tax credits under NZ IAS 12(PBE) are not recognised.

## **6 Trade and other receivables**

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A provision for impairment of receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

## **7 Trade and other payables**

Trade and other payables are initially measured at fair value and subsequently measured at amortised cost using effective interest method.

## **8 Borrowings**

The Company has elected to defer the adoption of NZ IAS 23 Borrowing Costs in accordance with its transitional provisions that are applicable to public benefit entities. Consequently, borrowing costs are recognised as an expense in the period in which they are incurred.

## **9 Cash and cash equivalents**

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position.

## **10 Plant, property and equipment**

The Company has the following classes of assets:

Plant and equipment  
Vehicles

All fixed assets are recorded at cost, less accumulated depreciation and impairment losses.

### **Additions**

Of the above, the cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Company and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at its date of acquisition.

### **Disposals**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are included in the Statement of Comprehensive income.

### **Subsequent costs**

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Company and the cost of the item can be measured reliably.

## **11 Intangible Assets**

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by the Company, are recognised as an intangible asset.

Computer software licenses are amortised on the rates allowed by the Income Tax Act 2007. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised where the remaining balance is charged. The amortisation charge for each period is recognised in Statement of Comprehensive Income.

## **12 Depreciation**

Depreciation is charged at the rates allowed by the Income Tax Act 2007. The depreciation rates of major classes of assets have been estimated as follows:

Plant and Equipment	6.5% to 80.4% DV & CP
Intangible Assets	36 % CP - 60 % DV
Vehicles	36% DV

## **13 Inventories**

Inventories are stated at the lower of cost, determined on a first in, first out basis, and net realisable value.

## **14 Financial instruments**

The Company is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short term deposits, accounts receivable, accounts payable and loans.

Revenue and expenses in relation to all financial instruments are recognised in the Statement of Comprehensive Income. All financial instruments are recognised in the Statement of Financial Position.

## **15 Leases**

### **15.1 Operating leases**

Operating lease payments are where the lessors effectively retain substantially all the risks and benefits of ownership of the leased items. Lease payments under an operating lease are charged as expenses on a straight line basis over the lease term.

Lease incentives received are recognised in the Statement of Comprehensive Income over the lease term as an integral part of the total lease expense.

### **15.2 Finance leases**

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset are transferred to the Company, are classified as finance leases. The leased

assets are recognised as non-current assets in the Statement of Financial Position and are depreciated over the period the Company is expected to benefit from their use. The corresponding liability is also recognised in the Statement of Comprehensive Income.

**16 Employee entitlements**

Provision is made in respect of the Company's liability for annual leave and wages owed at balance date. Annual leave has been calculated on an actual entitlement basis at current rates of pay.

The Company recognises a liability for sick leave to the extent that compensated absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Company anticipates it will be used by staff to cover these future absences.

**17 Statements of cash flow**

*Cash and cash equivalents* means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments with maturities less than 3 months in which the Company invests as part of its day to day cash management.

*Operating activities* include cash received from all income sources of the Company and records the cash payments made for the supply of goods and services.

*Investing activities* are those activities relating to the acquisition and disposal of non-current assets.

*Financing activities* comprise the change in equity and debt capital structure of the Company.



**PHIL TAYLOR  
CHAIR**

Approved by Shareholder on .....(date):

.....  
for Nelson City Council

.....  
for Nelson City Council



**Appendix A: Draft SOI Budget 2015-2018**  
**TOURISM NELSON TASMAN LTD**  
 Prepared for Statement of Intent 2015-2018

<b>PROSPECTIVE STATEMENT OF COMPREHENSIVE INCOME</b>	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018
Revenue from trading	636,297	662,981	680,556
Funding income	664,878	672,316	679,873
Other revenue	1,500	1,500	1,500
<b>Total revenue:</b>	<b>1,302,675</b>	<b>1,336,797</b>	<b>1,361,929</b>
Employee benefit expense	(657,204)	(667,079)	(677,113)
Operating expenses	(587,580)	(629,104)	(649,269)
<b>Operating (loss) profit:</b>	<b>57,891</b>	<b>40,614</b>	<b>35,548</b>
Investment revenue	3,500	8,000	12,000
Finance cost	(3,295)	(1,535)	(1,535)
Depreciation and amortisation	(53,561)	(40,960)	(38,028)
<b>Profit (loss) before taxation:</b>	<b>4,534</b>	<b>6,119</b>	<b>7,985</b>

<b>PROSPECTIVE STATEMENT OF FINANCIAL POSITION</b>	Budget 2015-2016	Budget 2016-2017	Budget 2017-2018
Current assets	295,113	300,206	309,199
Non-current assets	115,061	89,741	65,399
<b>Total Assets:</b>	<b>410,174</b>	<b>389,948</b>	<b>374,598</b>
Current liabilities	244,568	218,223	194,888
Non-current liabilities	0	0	0
Equity	165,606	171,725	179,710
<b>Total equity and liabilities:</b>	<b>410,174</b>	<b>389,948</b>	<b>374,598</b>

<b>PROSPECTIVE STATEMENT OF CHANGES IN EQUITY</b>	Share Capital	Accumulated (Loss) Profit	Marketing Reserve	Total Equity
Balance at 1 July 2015	50,000	50,467	60,605	161,072
Total comprehensive income for the year		4,534		4,534
Transfer to marketing reserve		(11,303)	11,303	0
<b>Balance at 30 June 2016</b>	<b>50,000</b>	<b>43,699</b>	<b>71,908</b>	<b>165,606</b>
Balance at 1 July 2016	50,000	43,699	71,908	165,606
Total comprehensive income for the year		6,119		6,119
Transfer to marketing reserve		(11,429)	11,429	0
<b>Balance at 30 June 2017</b>	<b>50,000</b>	<b>38,388</b>	<b>83,337</b>	<b>171,725</b>
Balance at 1 July 2017	50,000	38,388	83,337	171,725
Total comprehensive income for the year		7,985		7,985
Transfer to marketing reserve		(11,558)	11,558	0
<b>Balance at 30 June 2018</b>	<b>50,000</b>	<b>34,815</b>	<b>94,895</b>	<b>179,710</b>

## **Appendix B: List of Stakeholders TNTL Works With**

### **National Stakeholders**

- Tourism New Zealand (TNZ)
- Department of Conservation (DoC)
- Tourism Export Council of New Zealand (TIANZ)
- Tourism Industry Association (TECNZ)
- Cruise New Zealand (CNZ)
- Convention Incentives New Zealand (CINZ)
- Backpackers, Youth & Adventure Travel Association (BYATA)
- Ministry of Business, Innovation & Employment (MBIE)
- Statistics New Zealand
- Qualmark NZ
- i-SITE New Zealand
- Air New Zealand
- Interislander
- Hotel chains in New Zealand
- BookIt booking agency

### **Regional Stakeholders**

- Nelson City Council
- Tasman District Council
- Department of Conservation (local conservancy)
- Nelson Regional Economic Development Agency
- Nelson Chamber of Commerce
- Uniquely Nelson
- Nelson Marlborough Institute of Technology,
- Nelson Airport
- Port Nelson
- Sports Tasman
- Nelson Motel Association
- Nelson Bed & Breakfast Association
- Tasman Bay Promotions Association
- Golden Bay Promotions Association
- Nelson Lakes Promotion Association
- Nelson Tasman Cycle Trust
- Wine Nelson
- Nelson Gondola Trust
- Brook Waimarama Sanctuary Trust
- Nelson Tasman Cycle Trust
- Kohatu Motorsport Park
- Tahunanui Retail Association
- Kaiteriteri Reserve Board
- Plus, regional tourism operators >300