



BAY VENUES REPORT

Prepared for
Tauranga City Council
Q3 FY23 (Jan - Mar 2023)



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1. Executive Summary

Welcome to the Bay Venues Report for Quarter 3 in the 2023 Financial Year (FY23).

YTD FY23 Visits

	Q3 FY22	Q3 FY23	Var
Aquatics	416,720	559,649	34%
Community Centres & Halls	175,132	248,027	42%
Sports & Fitness	357,070	571,843	60%
Trustpower Baypark	123,257	197,939	61%
Total	1,072,179	1,577,458	47%

In Quarter 3 each year we spend time preparing for the next financial year ahead. There's been no exception this year, as we have prepared business plans, budgets and set KPIs for FY24.

We have also been reviewing Bay Venues funding model, which hasn't been reviewed since the organisation's inception ten years ago.

The Tauranga of today is very different from the Tauranga of 2013. In the last ten years there has been a large shift in the way we work, the cost of living and (most significantly of all in our case) the population has increased dramatically. We are feeling these growing pains across the city as infrastructure struggles to keep pace with demand.

For our venues (as you will see in this report) we are bursting at the seams with a range of activity during peak times. While it is positive to see our venues so full, the financial return of this utilisation isn't meeting the increasing costs of operating our facilities (i.e., living wage, electricity, and water increases).

In March 2023, we submitted a proposal to Tauranga City Council recommending that we increase our user fees to align our prices with national benchmark to help offset rising operational costs. Current user fees are significantly below national market benchmarks in almost all cases. This gap was recognised in 2020 but no changes were made at the time because of the Covid-19 pandemic (except for annual CPI movements). The community will be consulted on the proposal (including meetings with several user groups) and changes potentially made before they are implemented from FY24.

Also, in Quarter 3 we have been working with Council's finance team to review our funding principals with a view to ensuring that Bay Venues has a financially sustainable operating model. A proposal is due to be presented to Commissioners for their feedback in Quarter 4, 2023.



Chad Hooker, CEO



Simon Clarke, Board Chair

1.1 Key Achievements

- The Baywave closure went to plan, and it re-opened as scheduled on Good Friday with consistent foot traffic and positive feedback from customers. Enrolments for BaySwim learn to swim, due to re-commence at Baywave in Term 2, are tracking well ahead of the same time last year.
- In February, during Cyclone Gabrielle, we prepared the Stadium Lounge at Baypark to be a Civil Defence evacuation centre on short notice. Thankfully, the centre was not needed.
- New Heads of Aquatics, Sport & Fitness, and Events, as well as a Customer Experience Manager have been appointed. We are delighted to have recruited internally for three of these rolls.

1.2 Key Challenges

- In February, during Cyclone Gabrielle, a skylight at Clubfit Baywave blew off the roof and the torrential rain flooded the gym, damaging brand new gym equipment. Thankfully this was the worst casualty we experienced.
- Detours on the road network around Baypark continue to cause frustrations, traffic congestion creating delays accessing Baypark. This is particularly challenging when hosting large events.

1.3 Emerging Risks & Opportunities

- While we are expecting a full year EBITDA \$0.3m ahead of budget (YTD EBITDA -\$1.46m), we are closely monitoring operating costs as they were higher than budget in Quarter 3, impacted by the Baywave closure.
- All aquatic venues will be open in Quarter 4 and with Covid related absence still occurring, we are also continually monitoring staffing levels.
- Trustpower Baypark is currently being re-branded to Mercury Baypark (following Mercury's purchase of Trustpower in 2022).
- We have prepared and submitted Bay Venues' capital and renewals programme for the 2023-24 Long-Term Plan to Tauranga City Council.
- We have developed a draft concept plan for the potential expansion of the Adams Centre for High Performance. This will be used to inform a potential business case.
- We are continuing to work closely with Tauranga City Council on the next steps around the Baypark Masterplan and the Memorial Park Project.



2. Community Outcomes

YTD VISITORS

1.75m
TOTAL

559,649
AQUATICS

248,027
COMMUNITY CENTRES &
HALLS

571,843
SPORTS & FITNESS

197,939
TRUSTPOWER BAYPARK

YTD REVENUE

\$18.5m
TOTAL

\$3.3m
TCC COMMUNITY
OPERATING GRANT

\$5.1m
TCC RENEWALS FUNDING

\$4.3m
AQUATIC & LEARN TO SWIM

\$2.6m
SPORTS & FITNESS

\$0.4m
COMMUNITY HUBS

\$2.0m
EVENTS

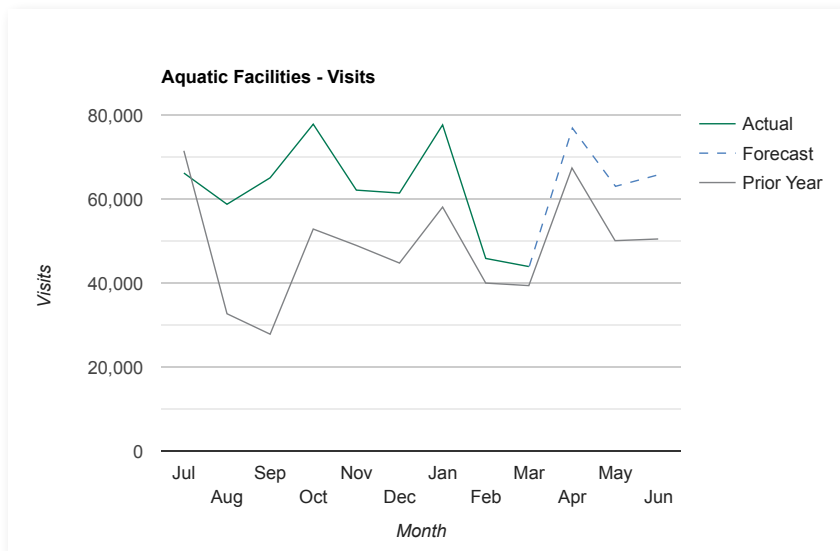
\$5.9m
CATERING / AV / BAYSTATION

2.1 Aquatic Facilities

The Aquatics network has recently undergone a structure change with Matthew Strange appointed to the Head of Aquatics, and Mike Page to the role of Aquatic Operations Manager. The purpose of the structure change is to provide stronger leadership, focus and oversight of the aquatic network. This will ensure consistent high standards in venue presentation and staff training & development; and to utilise our workforce across the pools more effectively. This change resulted in no new headcount, but makes better use of our existing staff complement.

Nearly 560,000 visits have been recorded year to date across the Aquatic network.

The Aquatic Q3 results were well ahead of the same time last year due to an extremely busy January month, due to wet weather patterns, even with Baywave closing mid-January. Mount Hot Pools had over 37,000 users through in January which is its busiest month on record due to unseasonably poor weather keeping people off the beaches, and in turn visiting the venue. Mount Hot Pools massage also reaped the rewards of the weather, delivering over 540 massages in January alone.



1,605

TAMARIKI RECEIVING 10 WATER SAFETY
LESSONS EACH

1,922

DISABILITY AQUATIC MEMBERSHIPS

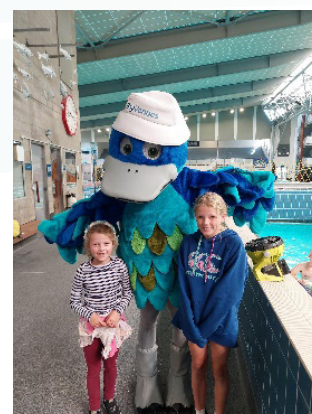
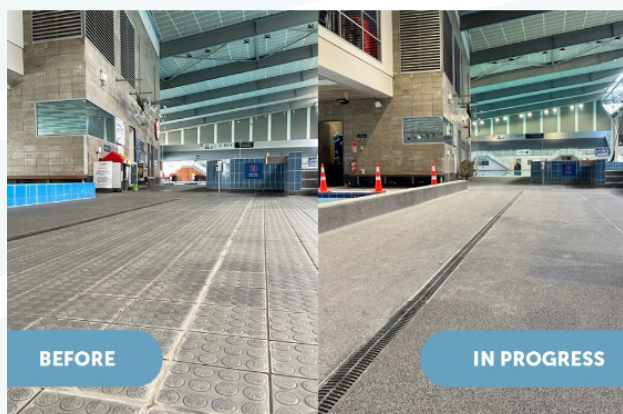
7,320

BAYSWIM TERM ENROLMENTS YTD

559,649

AQUATIC CENTRE ENTRIES YTD

Baywave had its 3-yearly maintenance closure, starting from mid-January, reopening in time for Easter. With new non-slip flooring on the concourse, complete re-piping of the hot water system, along with plant maintenance, this significant project came in on time and on budget.



Photos (left to right): Baywave maintenance in progress, before and after flooring, Balloons and mascot Bluey on Opening Day



Building club culture and spirit at Baywave

Mount Maunganui Swimming Club, which calls Baywave home, now has its own small club room next to the lap pool. Baywave has converted a storage shed into a room where the club's members can store their gear and spend time together out of the pool. Many of the 130-plus members train early in the morning before school or work, and then sometimes again in the afternoon. They now have a small kitchenette to make breakfast or afternoon tea, as well as a place to sit down together as clubmates. "I think just having that space available for the swimmers to use, they can get that sense of belonging to the club, where they can come and hang out as well as swim," Club Captain Sarah Shivnan says. Head Coach Stan Teokotai-White (pictured left, with Baywave manager Mike Page) says they now also have a wall to hang an honours board with the names of their representative athletes. Sometimes those little things can make a big difference when you're building club culture and spirit. "It makes it feel like we've got a home pool," he says. Stan says another big highlight is the new starting blocks at Baywave, which are of the same professional standard as those used at major competitions around the world. They include the moveable track start kicker seen at all top swimming events. "AIMS Games traditionally has a lot of national age group records broken for 11, 12, 13-year-olds," Stan says. "It's the same at our regional swimming meets. And now with the new blocks, we should see some records get smashed."



New Baywave neon sign lighting up the main entrance

An upside to the 12-week maintenance closure was the exposure that some of the other aquatic facilities received from people looking for a place to swim, exercise, soak, and play.

During the Baywave closure, additional Aquafit classes were held at the Mount Hot Pools attracting approx. 90 additional participants each week. At the same time, BaySwim classes were offered at the Mount Hot Pools for the first time. Over 200 took up the opportunity, with positive reviews from customers requesting future summer swimming lessons at the venue.

Greerton Aquatics and Otumoetai Pools hosted 20 school swim meets in Q3, with an average of 180 patrons per meet. The Greerton rejuvenation and seismic strengthening work has also been completed. The only remaining work is the installation of a water play feature to be installed over the learner's pool; scheduled for completion in June.



Photos (left to right): Jam packed aquafit classes and BaySwim lessons in action at the Mount Hot Pools.

Both Greerton Aquatics and Otumoetai Pool have become popular local birthday party destinations with 60 parties recorded in Q3 (46 at Greerton and 14 at Otumoetai), with over 1,000 people in attendance.

The Greerton Aquatics rejuvenation project, followed by the Baywave closure, has exposed the wider community to the appeal of the Greerton Aquatic facility. Likewise, BaySwim has benefited immensely, reaching a high of nearly 500 Term 2 enrolments at the venue.



Photos: Otumoetai Pool Birthday Parties in full swing.



Pool parties at Greerton Aquatic & Leisure Centre

It is three o'clock on a Saturday afternoon and there is a seventh birthday celebration in full swing at Greerton Aquatic & Leisure Centre. A pool party in the learners' pool – inflatable toys and all. The place is buzzing. Brooke Marks is playing in the water with her daughter Alia and says she can "see and hear joy" all around her. "Kids are smiling and laughing, splashing, and calling out for parents to watch them do handstands or count how long they can go underwater for," Brooke says, taking in the scene. She says Alia is having a great time. One of her favourite pool toys is the Octo Ring – an eight-sided floating donut that she can cling on to, her legs dangling in the water below as she bobs around the pool. Meanwhile, some of the other kids are finding fun by jumping into the water with their arms outstretched, throwing up peace signs and making funny faces. Others are climbing over a floating horse and gecko, trying to keep their balance as more friends scramble onto the inflatable pool toys. Lifeguards and waving parents watch on closely nearby. After a series of recent upgrades and improvements, including a new entry and brand-new changing room facilities, Greerton Aquatic & Leisure Centre is becoming an increasingly popular choice for birthday parties. A new water play feature is being installed over the learners' pool this year – bringing another attraction to this much-loved community facility – and there is also a courtyard where people can have a BBQ and play outside after their swim.

Despite the Baywave closure, BaySwim enrolment numbers have bounced back with close to 1,720 in Term 2. Both sites have extensive waitlists while we endeavor to recruit more teachers to meet demand.

While Baywave was closed, three Western Bay of Plenty schools benefited from having swim teachers deployed to their school to run lessons over a 2-week period. Matakana Island School also attended 2-weeks of water safety lessons at the Mount Hot Pools, as they could get off the boat at Pilot Bay and walk to the venue.

We are also currently investigating the opportunity to host exclusive lessons at Greerton Aquatics to cater for Muslim women.

2.2 Sports & Fitness Facilities

Stu Stevenson has been appointed to the Head of Sport & Fitness role and Kelly Kuka to the role of Sports Facilities Manager. Kelly's role is aimed at strengthening relationships with sporting codes and ensuring a central point of contact.

46,786

PROGRAMME ATTENDEES YTD
(ADULTS & SENIORS)

73,084

PROGRAMME ATTENDEES YTD
(CHILD/YOUTH)

9,666

PROGRAMME ATTENDEES YTD
(PRE-SCHOOL)

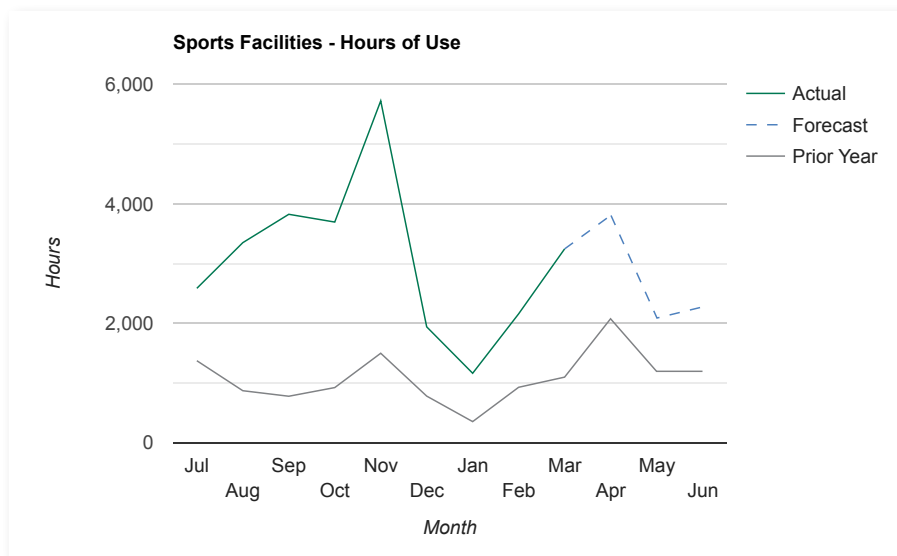
422

REHABILITATION MEMBERSHIPS
(Green Script + AWA Memberships)

Volleyball has dominated utilisation across the main facilities in Q3, including six regional tournaments attracting a total of 7,760 visits.

In addition to the traditional sports codes, the QEYC hosted the National Grappling Tournament and a Leisure Marching Event in February with attendance of 730 people.

In March, the Baywide 3 on 3 Basketball Champs were held at the Arena attracting 600+ people. NZ Futsal hosted two tournaments including the 3-day regional youth cup, with 2,850 visits recorded. At QEYC the BOP Table Tennis Open was held attracting 700 attendees.



Tumble Time in action at Baypark Stadium Lounge. Divisional winners of Bay Venues football comp.



Inclement weather contributed to higher-than-normal numbers attending Tumble Time with a total of over 3,700 visits recorded this quarter. Baypark Tumble Time has been relocated to the Stadium Lounge when the Arena is in use, much to the appreciation of regulars who report these sessions are a regular highlight for preschoolers and their caregivers.

Nearly 160 teams participated in pay for play sports leagues, 75% of these at the Arena. The Football league continues to run at full capacity year-round.

The courts at the QEYC were resurfaced during the off-season.

Clubfit

Clubfit Baywave is experiencing solid growth since re-opening in April following venue improvements, including an upgrade to the changing facilities, new cardio equipment and the addition of virtual group fitness technology. The refresh has been well received by customers.

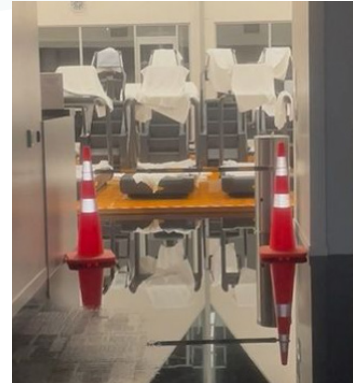
Unfortunately, less than a week after re-opening, Cyclone Gabrielle caused significant damage at the Baywave facility. A skylight was blown off by high winds causing significant flooding and damage to cardio equipment requiring a 2-day closure.



Baywave Clubfit changing room upgrade



Baywave Clubfit virtual group fitness technology



Cyclone Gabriel recks havoc at Baywave Clubfit

A significant medical event at Clubfit Baywave mid-March resulted in a customer's death. A full investigation has been undertaken confirming that staff acted appropriately and did all they could.

There are currently over 400 Green script members that can access Clubfit on a regular basis. Green script memberships are referred to Clubfit by Sport Bay of Plenty. They can participate in subsidised individually prescribed exercise programmes, group exercise classes, aqua aerobic classes, and pool access during off-peak times.

The University of Waikato Adams Centre for High Performance

The High Performance Centre has hosted an impressive line-up of athletes during Q3 including the Mens and Women's Irish Rugby 7s teams, French Women's 7s team, Black Sticks Hockey, Surf Lifesaving NZ, Surfing NZ, Chiefs Manawa Rugby, the English Cricket Team, and the Black Caps Cricket Team.

The Adams Academy is a cutting-edge sport academy targeted at emerging and developing athletes who represent their sport at regional level or above. The Academy offers an exclusive membership for young, local athletes and includes a wide range of support services to support athlete development. There are currently 80 athletes enrolled, which we expect to increase to 100 athletes towards the end of 2023.

The venue will welcome the All Blacks for a 3-day camp in June 2023, along with the Netherlands women's national football team for the FIFA Women's World Cup in July 2023.



Athlete of the Year 2022, Hayden Wilde, finally back in the Bay and taking home his prize.

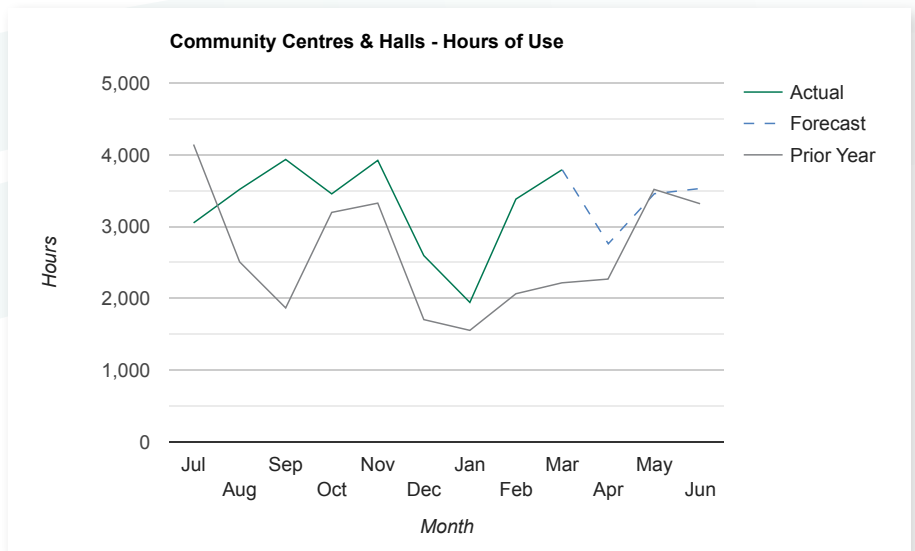


2.3 Community Centres and Halls

January had a typically slow start with many regular user groups having a well-deserved break. Year to date, utilisation remains strong; with Halls 40% ahead of forecast and Community Centres ahead by 34%.

The summer's inclement weather has seen numerous weddings and receptions being booked across our Halls and at Papamoa Sport & Rec Centre, as well as a Christening ceremony at Tauriko Hall. Along with these private ceremonies, we had an incredibly wide range of activities and events occur. From art classes, cultural events, support groups and services, to wellness events, exercise and dance classes. Highlights included:

- Barbarians Touch Tournament
- Divine Connections Expo - Spiritual Workshop
- Papamoa College Full School Athletics Day
- NZ Rugby League hosted the Brisbane Broncos rugby league coach trainers
- Te Whatu Ora Visual & Hearing Checks
- Sport BOP 25-year Coachforce Celebration
- A Brazilian Fair with indoor market, attended by 300
- Star Jam disco for young kids with disabilities
- Sri Lankan Cultural event visited by the Education Minister
- One Love tickets and top-up register with over 5,200 visits on a very wet and stormy evening



Photos left to right): Minister of Education at Sri Lankan Festival, Star Jam Disco for kids with disabilities, Militaria Show, Baa Baas Touch Tournament

New mural at Arataki Community Centre

Artist Owen Dippie has painted a new mural at Arataki Community Centre in Mount Maunganui. "I painted this mural of my friend as a symbol of the infinite love between a father and his son," Owen says. "This piece is also for everyone who has ever lost someone. As we look to them, they look to us. 'Only in darkness can you see the stars.' We love you Kereopa." The official title of the new work is "Te Wheturere". The mural depicts Owen's friend Stu McDonald. "For Stu, moko in particular the Matatūhua (facial moko) has been the central tool he has used to heal from the grief and trauma of losing his son to cancer eight years ago," Owen says. "While the tohu (symbols) on his moko are a reminder of his past grief and trauma, the moko also depicts his never-ending love for his son and provides a map guiding him on his journey forward. Every year new lines are added or existing lines are deepened and the physical pain and spilling of blood are a healing release of the profound emotional pain held deep within the body."



Photo: ashworthlane

The Community Development Ambassador continues to forge strong connections within the community as well as the TCC Community Development team. Some of the Ambassadors work this quarter includes:

- Working closely with Pacific Island Community Trust
- Meeting with NZ China Friendship Society, Indian, Pakistani, Latin-American and Muslim communities
- Worked in conjunction with Veros to conduct interviews across our diverse communities to assist in developing the feasibility study for cultural inclusion in community facilities
- Working with "Recreate" who deal with disabled youth in our area. This led to a Sports facility booking with hope to facilitate cooking classes for them within our facilities.
- Working with the Welcome Bay Community Centre to progress a community garden development
- Progress on establishing Bay Venues activation programmes in community facilities
- Working alongside the BaySwim team to offer culturally sensitive swim lessons

A vast number of improvements continue to be made to the Centres and Halls as we progress our work on making these facilities warm, welcoming, and user friendly, including:

- Replacement of carpet and vinyl
- Completed refurbishment of Matua Hall meeting space
- Upgrade of the security system at Arataki Community Centre
- Roof repairs and external painting completed at Papamoa Sport & Rec Centre
- New shade sail at Papamoa Community Centre
- New furniture for the Community Centres
- New blinds in some of the Halls
- Refurbishment of the Waharoa carving at Arataki
- New mural at Arataki Community Centre

2.4 Events

66

**SPORTING & AQUATIC TOURNAMENTS
YTD**

62

**SIGNIFICANT EVENTS YTD
(Over 500 Pax)**

28

CULTURAL EVENTS YTD

21 significant events were held in Q3 – 17 at Baypark and four at QEYC.

Bay Dreams, held on 3 January 2023, attracted 11,500 festival goers to an electrifying night of dance music. Unfortunately a number of outdoor events in January were forced to cancel due to extreme weather. This included UB40 and Juicy Fest who were expected to attract crowds of 4,000 and 14,000 respectively. Three Speedway meets were cancelled due to weather. Of the Speedway events that went ahead in Q3, between 1,900 – 2,800 fans attended each meet.



Bay Dreams in full flight on 3rd January at Baypark.



Super Saloon cars tear up the track at Baypark Speedway meeting.

In January, the comedian Jimmy Carr, attracted a crowd of nearly 3,500 to his nationwide tour held in the Baypark Arena Lion Foundation Centre.

The annual Mount Maunganui Lions Club Book Fair returned to the Mt Sports Centre during Auckland Anniversary weekend, attracting 500 daily attendees.

Extreme weather conditions played havoc with the One Love camping arrangements at Baypark. To ensure the safety and wellbeing of festival goers, 700 campers were relocated into the Baypark Arena on short notice. Shelter, entertainment, refreshments and ablutions were provided which meant the crowd were in positive spirits throughout their stay. Festival goers appreciated the efforts that the event organisers and our Baypark team went to in order to accommodate them despite the cancellation of the festival.

In preparation for the potential impact of Cyclone Gabrielle in early February, Baypark was on standby as an evacuation centre, with staff onsite throughout the night and others able to mobilise swiftly if required.

In late February, Monster Trucks was expected to be a highlight event attracting a large audience of 14,500 people. Unfortunately the show content was well below par and the crowd experience was hampered further by the PA system failing half way through the event. Patrons started to leave before the show ended and many took to social media to voice their disappointment. A debrief following the event identified a number of learnings and improvements the Baypark team have since implemented for future events.



Makshift camping in the Arena during One Love festival

March was particularly busy at Baypark with a diverse range of activity, including:

- The Seniors Travel Expo with 3,000 attendees
- ANZ Premiership Avis Magic playing to a crowd of 1,000
- The Oceania Cultural Festival led by the Pasifika community with 1,500 attendees
- Tattoo Hui Aotearoa with over 200 talented tattoo artists and over 1,100 attendees
- Armageddon Expo in its seventh year attracted a crowd of 8,400 visitors over two days

In March, we also welcomed a new Head of Events, Michelle Stevens to the Bay Venues team.

Changes to the road network around Truman Lane has caused major delays for daily commuters and visitors to Baypark, and an increase in traffic management requirements to get traffic in and out of the venue.

Looking ahead, significant events in Q4 include the last two Speedway meetings, Devilskin, The Exponents, the Tauranga Homeshow, ANZ Premiership game between the Avis Magic and Tactix, Tauranga Wedding Show, the Ahuwhenua Trophy which celebrates excellence in Maori horticulture in the Arena and D1NZ in the Stadium.



Gaming at Armageddon

The home of Armageddon in Tauranga

Armageddon returned to Tauranga for the seventh time this year. The annual event is entertainment and fandom at its finest and is always held at Baypark. "One of the things I love most about Baypark is that it gives us room to breathe," Armageddon owner and operator William 'Bill' Geradts says. "It's got all the facilities we need, it's easy to use, it's reasonably central, it hits a good base around the Bay of Plenty." Armageddon took over Baypark Arena in its entirety, as well as some of the space outside, on the 25th and 26th of March. For the first time, there was a high school Esports league event, as well as a K-pop concert. The main guest star was English actor Jamie Campbell Bower, known for his role in the hit Netflix show Stranger Things. There was also the usual eclectic mix of exhibitors, food vendors and retailers. "At the end of the day, it's just a great venue and that just makes it easy when you can pretty much rock up, know that things are going to get looked after, and know that the show is going to go well," Bill says. "The staff are great. We've always had a really good experience at Baypark. It's one of the venues I always look forward to."



Associated Activities

Healthy School Kai

The Healthy School Kai team has resized and stabilised over the last 6 months with no changes in the number of schools in our programme. Absenteeism is a real issue for the schools, in particular on Mondays and Fridays. To alleviate this, the provision of Pizza and Burgers on these days are proving a great enticement for the students to attend school.

Term 1 feedback from the schools was excellent...

“The responsiveness and creativity from HSL is awesome.”

“The program is proving beneficial in eating healthier.”

“The pizzas and burgers are a hit and are making a difference in the attendance.”

Bay Catering, Bay Audio Visual, BayStation

Q3 has been relatively quite across the Associated Activities, which is not unusual for this time of year. This has provided some welcome relief for the Bay AV team in particular as they have undergone significant changes in personnel. Phil Town has been appointed as AV and IT Manager, Kevin Whooley as AV Operations Manager, with some new AV technicians joining the team as well. The new team has settled in well and looking forward to a busy run of events through winter.

Bay Catering has seen a steady stream of events including Monster Trucks, NZ Maori v Indigenous Rugby League in Rotorua, Speedway, and a busy external wedding season. We've added a new Charcoal BBQ offering at Baypark events which has been a hit with customers (see photos). General feedback from our



customers on the quality of food has been excellent...

“Outstanding service at every point of contact from initial enquiry to completion of event. Food was fabulous and staff were polite and extremely helpful. Would recommend Bay Catering to anyone wanting to hold an event with catering.”

“It was definitely an upscaled offering on normal branch actives and this was received very well.”

BayStation activity has been hampered by the poor weather conditions over summer as our outdoor activities are unable to operate in wet weather.

Despite this, we have hosted just shy of 10,000 adrenaline junkies this year with Paintball our top activity, and drift trikes our next most popular.



3. Management Update

3.1 Finance

YTD EBITDA of -\$0.91m is \$0.59m ahead of budget. We are expecting full year EBITDA of -\$1.46m or \$0.3m ahead of budget.

The positive result is primarily driven by operating revenue \$1.6m ahead of budget, in particular the Aquatic Facilities are well ahead of target with poor weather resulting in more visitation to the pools.

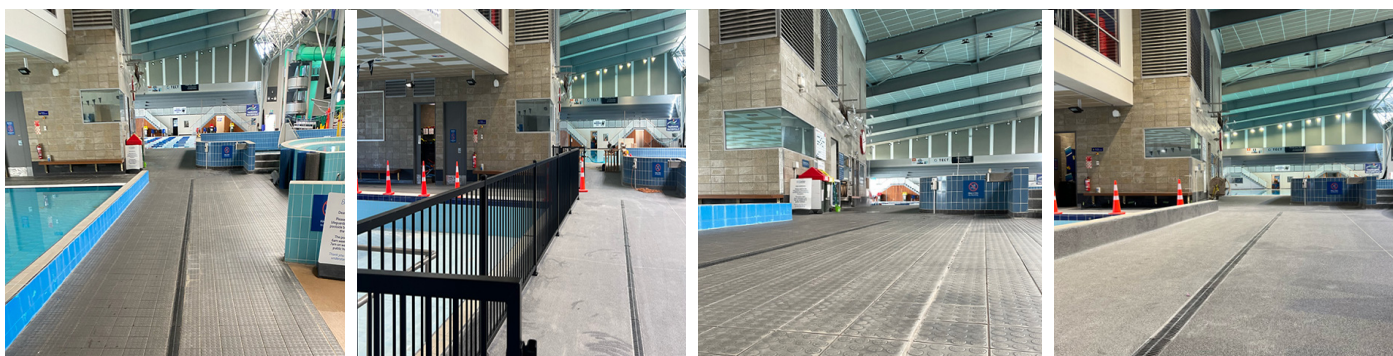
Operating costs were \$1m higher than budget, mainly driven by staff costs through our associated activities (\$0.48m higher than budget). We've had to utilise more contract labour than expected to service additional volume and cover staff vacancies.

3.2 Asset Management

- The Baywave upgrade project was completed on time for the Easter and school holidays. As outlined in the Aquatics section of this report, the project included the replacement of the tile flooring with a non-slip product, water pipe replacement and gym changeroom refurb. Feedback from customers has been overwhelmingly positive.
- Greerton Aquatics seismic work has been completed and the existing change rooms have re-opened to the public.

Upcoming

- Design of the Baypark stadium office refurbishment will be lodged for consent and procurement in May. We expect to commence construction in July/August and completion October/November. This project will result in approximately 50 employees moving into one collaborative space instead of being spread throughout multiple smaller offices/spaces.
- Planning has commenced for the three yearly closure of the Mount Hot Pools. This project will include the replacement of all the outdoor pool tiles and assessment of the pool tanks, as well as normal plant maintenance and renewals.
- We have completed planning and submissions for Bay Venues' capital and renewals programme for the Tauranga City Council's 2023-24 Long-Term Plan.



Before & after progress photos from the Baywave upgrade.

3.3 Sustainability

- During the Baywave closure, we installed a 10,000-litre rainwater catchment tank. Aquatic centres consume large volumes of water. This tank will not only help offset our mains water consumption, but also improve shower pressure and temperatures.
- To enable accurate and verified reporting of carbon emissions, Bay Venues have entered the New Zealand Energy Certificate System (NZECS). Mercury Energy is 100% renewable so in the next reporting period Bay Venues will not have any carbon emissions relating to electricity. This will enable us to focus on the real carbon emitters within our organisation and include in our emissions reduction planning.

Consolidated Statement of Performance – H3 FY23

Consolidated Statement of Performance – H3 FY23																						
Grand Total																						
Aquatic Facilities			Community Hubs			Sports Facilities			Events Facilities			Associated Activities			Business Support							
(\$000's)	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year				
Revenue																						
User Fees	4,269	3,742	3,005	403	300	234	2,573	2,545	2,207	2,015	1,736	1,134	5,821	5,290	4,425	37	11	(85)	15,119	13,624	10,920	
TCC Operating Subsidy	1,644	1,570	1,248	331	395	263	1,196	1,164	932	3	0	0	42	0	0	46	0	0	3,262	3,129	2,442	
Other Income	18	30	61	0	0	0	43	55	37	0	0	0	0	0	0	11	11	11	72	96	109	
COVID-19 Subsidies	0	0	346	0	0	60	0	0	177	0	0	18	0	0	158	0	0	287	0	0	1,046	
Total Revenue	5,932	5,342	4,660	734	695	556	3,812	3,764	3,352	2,018	1,736	1,152	5,863	5,290	4,583	94	22	214	18,453	16,849	14,517	
Expenditure																						
Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0	2,053	1,900	1,753	0	0	0	2,053	1,900	1,753	
Employee Expense	2,783	2,820	2,665	342	356	223	1,385	1,458	1,377	319	261	220	2,479	1,997	2,025	4,105	4,027	3,524	11,413	10,919	10,034	
Administrative Expense	100	82	105	12	15	16	23	46	38	17	12	10	81	75	77	755	791	589	988	1,020	835	
Advertising and Marketing	65	60	43	3	3	2	36	44	44	52	59	43	20	38	20	91	83	74	267	287	228	
Consultancy	7	31	37	0	0	0	1	1	2	0	2	0	2	0	1	419	431	398	429	465	437	
Operating Expense	817	806	789	190	153	133	400	405	351	462	263	164	456	313	325	1,166	1,105	1,006	3,490	3,045	2,768	
Repairs & Maintenance	232	234	216	45	35	25	79	73	58	0	3	0	56	56	41	318	313	193	730	715	533	
Total Expenditure	4,005	4,034	3,856	591	561	400	1,924	2,028	1,870	850	599	437	5,147	4,379	4,242	6,854	6,751	5,785	19,371	18,353	16,589	
EBITDA Profit/ (Loss) pre-allocations	1,927	1,308	804	143	133	156	1,889	1,736	1,482	1,169	1,137	715	716	911	342	(6,760)	(6,729)	(5,571)	(917)	(1,504)	(2,072)	
Business Support Allocations	1,784	1,776	1,470	718	715	592	1,425	1,418	1,174	1,755	1,747	1,446	1,078	1,073	888	(6,760)	(6,729)	(5,571)	0	0	0	
% total allocations	26%			11%			21%			26%			16%									
EBITDA Profit/ (Loss) post-allocations	143	(467)	(666)	(576)	(582)	(436)	464	317	308	(587)	(610)	(732)	(361)	(162)	(547)	0	0	0	(917)	(1,504)	(2,072)	

3.4 Health & Safety

Lead Indicators		Q1	Q2	Q3
Employees who received formal H&S training and/or committee meetings held	(#)	29	20	1
Safety conversations completed	(#)	13	0	3
Lag Indicators		Q1	Q2	Q3
Total incidents recorded	(#)	186	217	135
Critical incidents under Bay Venues control	(#)	0	0	0
Major incidents under Bay Venues control	(#)	6	1	6

The Bay Venues Health & Safety policy is being refreshed to ensure our health and safety objectives align with our business. The refresh will be completed in Q4 and changes presented to staff for feedback in Q1 FY24 (in line with the setting of FY24 organisational goals).

Another focus area for Q3 has been hazardous substances (including asbestos).

A review of Bay Venues asbestos management systems was completed in Q3, with several compliance gaps identified. A work program has been developed to ensure compliance with the Health and Safety at Work (Asbestos) Regulations (due for completion early 2024). Temporary management procedures have been put in place to minimise risk to staff, customers and other persons so far as is reasonably practicable while this project occurs.

Our Emergency Planning Committee (established in Q2) had its first meeting in Q3. During this meeting, the committee agreed on several key topics that will contribute to Bay Venues intention of exceeding New Zealand legislative requirements in the Emergency Planning space.

3.5 People & Capability

In Q3 there has been good progress in key people initiatives, including:

- A 'pulse' staff engagement survey
- Partner confirmed for our new learning and development programme
- Shortlist of software solutions for our new HR Information System

We also completed our Operations group structure changes (making the most of existing personnel resource), designed to ensure we have the right roles to deliver to our organisational strategy. The updated structure saw the introduction of three key "Head" roles (as mentioned throughout this report) with a focus on a network-wide approach.



3.6 Customer Experience

CUSTOMER SATISFACTION YTD

88%

Overall Customer Satisfaction

88%

Overall Satisfaction with our Staff

90%

Overall Satisfaction with our Service

82%

Overall Satisfaction with our Facility

Overall customer satisfaction has stayed consistent at 88%. Unsatisfied feedback largely related to the Baywave closure increasing visitation at other facilities. Satisfaction with our service in Q3 was 92% and our Trust/Credibility rating was 94%, with positive comments including:

“Reception staff handle the long lines of waiting customers incredibly well.”

“Friendly, knowledgeable staff who are always happy to help.”

“Fantastic staff welcome and support.”

“Really nice experience, super friendly and professional staff...”

“Friendly and well organised.”

“Fun, fair and friendly people and environment.”

3.7 Marketing

122,979 WEB VISITORS IN Q3

Website visitors increased by 25% compared to Q2 and increased 48% year on year. Over the school holidays traffic to bayvenues.co.nz, mounthotpools.co.nz and taurangapools.co.nz increased significantly compared to the average year to date. Mounthotpools.co.nz reached its highest monthly visitation ever of 14,457 in January 2023.

694,235 SOCIAL MEDIA* REACH IN Q3

Social media reach in Q3 was 118% higher than Q2 and 153% higher than the same time last year. The impressive increase was driven by Bay Dreams content in early January (the largest spike in reach YTD, reaching 92,958 FB and 2,914 Insta followers) and Monster Truck feedback on Facebook in late February.

A social media review is underway to rejuvenate our social media strategy to align with our aim of sharing the story of how important our venues are in the community; to communicate the exceptional experiences connecting the community that take place within our 24 facilities.

**Facebook and Instagram account reach combined*

3.8 IT

Our 2 major transformation projects for the year are progressing well;

- Finance system replacement to Datascope is well into the build phase now, with an anticipated go live date of 1 October 2023.
- The new HRIS system, BambooHR, emerged as the preferred option after a rigorous selection process. We are working through the early build phase with an expected go-live late 2023.