



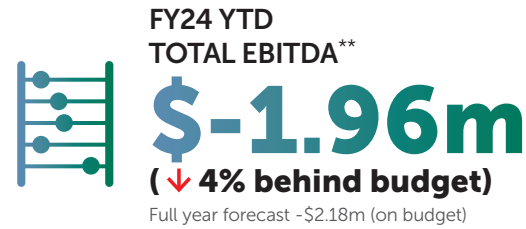
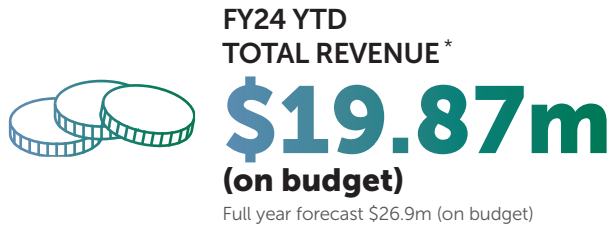
BAY VENUES REPORT

Prepared for
Tauranga City Council
Q3 FY24 (Jan - Mar 2024)



The Bay Venues logo, featuring a stylized white wave graphic and the text 'BayVenues', is positioned on the left. To its right is the Tauranga City logo, which consists of a white diamond shape containing a stylized wave, with the text 'Tauranga City' below it.

1. Executive Summary



Welcome to the Bay Venues Q3 report for FY24.

Bay Venues is in a stable position leading into the final quarter of the year, with visitation remaining steady across our network of community facilities despite a more challenging economic environment. We are focused on achieving our budget for the year and returning to a breakeven position from FY25, through a reset in our operational funding model with Tauranga City Council.

Our Aquatics, Sports & Fitness, and Community Centres & Halls facilities have all recorded more visits in the first three quarters of this year than the same period last year; Aquatics has been the stand-out with an 11% increase.

Our commercial operations continue to be impacted by the squeeze on discretionary income, especially BayStation and our Events-related businesses. This is putting financial pressure on the organisation and is also reflected in the lower Mercury Baypark visitation numbers this year.

We are working hard to manage costs while not impacting operational delivery and are looking at a number of commercial opportunities and partnerships to generate additional revenue where possible and when appropriate to our organisational purpose. For example, our new ticketing partnership and increased venue capacity allowance at Mercury Baypark opens the door to more live entertainment options and at a larger scale.

Mercury Baypark Arena is now also the home of the Tauranga Whai Men's Basketball team. We are hosting every home game of their inaugural Sal's NBL season, which boosts our live sport offering this winter along with two ANZ Premiership Netball games with the Waikato Bay of Plenty Magic.

Work continues on several major facility projects to increase our venue capacity and meet the growing community demand for sport and recreation space. The new aquatic centre at Memorial Park and the new indoor sports centre on Cameron Road are both progressing well. We are working closely with Tauranga City Council, key user groups, and other partners and community stakeholders on both these projects, along with the Active Reserves Master Plan project involving Mercury Baypark, and the ongoing community conversation about the future of Ōtūmoetai Pool.

In July, Tauranga will hold its first local body election since 2019. As a council-controlled organisation, we have prepared a pre-election briefing for candidates.

Visitation to our venues remains high and we look forward to continuing to work closely with Council to connect our community through exceptional experiences.



Chad Hooker, CEO



Simon Clarke, Board Chair

The statistics in this report are for the year to date and include the first three quarters of the year. This report follows on from the H1 FY24 report supplied to Tauranga City Council in February 2024.

*This does not include Tauranga City Council renewals funding.

**Council has agreed to return Bay Venues to a break-even position from FY25 via increased operational funding in the Long-Term Plan.

Key Achievements

- The number of diverse and inclusive activities in our venues across the city continues to increase, including the first ever Māori-Pacific water polo tournament at Baywave, and yoga classes for ethnic women at Arataki Community Centre.
- Our community activation and play programme will continue at venues across the city and expand into new areas after Tū Manawa Active Aotearoa funding was renewed.
- We have signed a preferred ticketing partnership for Mercury Baypark with Ticketek which, along with the recently increased venue capacity allowance, presents exciting future opportunities for the venue, the city, and the wider region.
- Mercury Baypark Arena is now the home of the Whai Men's Basketball team, which began their inaugural Sal's NBL season with an opening-match crowd of about 1,200 people. There are 11 games booked at Mercury Baypark Arena.
- BaySwim continues to see high enrolment numbers across the board and solid growth in its holiday swimming programmes and Korean-focused lessons.
- Staff culture and engagement are both strong at Bay Venues and this was particularly visible during a recent internal initiative to promote the upcoming local body elections and encourage people to vote.

Key Challenges

- Isolated anti-social behaviour incidents are still prevalent across our venue network. Our new Security Manager has led the implementation and monitoring of security guards at our key Aquatic centres over summer and has put in place several other processes and initiatives to ensure better staff and customer safety. All our customer-facing staff have access to anti-social behaviour guidelines and training.
- Squeezed discretionary income and the challenging economic environment and uncertainty continue to impact our Events-related business, as well as our Associated Activities, and this is putting the organisation under pressure financially.

Emerging Risks and Opportunities

- Two major venue projects – the new aquatic centre at Memorial Park, and the new indoor sports centre on Cameron Road – are progressing well, with the decommissioning of Queen Elizabeth Youth Centre scheduled for later this year.
- We are monitoring potential changes to the Ka Ora, Ka Ako | Healthy School Lunches programme by the Government and any impact this could have on our Hearty Kai operation.
- We continue to work with Tauranga City Council, key user groups, and other partners and stakeholders on proposed changes to Mercury Baypark as part of the Active Reserves Master Plan.
- We are working with Tauranga City Council and the Ōtūmoetai community to proactively address the poor condition of Ōtūmoetai Pool and explore potential options for the facility's future.
- In Tauranga City Council's new Long-Term Plan 2024-34, there is funding allocated to our increasing maintenance and renewals programme across our network of ageing community facilities. This work requires appropriate resourcing and project management.
- The decommissioning of Tauriko Hall – a building in poor condition that dates back to the 1940s – is currently proposed to take place later this year, with the timeframe linked to SH29 Tauriko Enabling Works. We are working alongside Tauranga City Council and key stakeholders and relocating users to other venues.



Community Outcomes

VISITORS

	FY23 YTD	FY24 YTD	Variance
Aquatics	559,649	623,191	11%
Community Centres & Halls	248,027	265,686	7%
Sports & Fitness	569,188	582,491	2%
Mercury Baypark	197,939	157,431	-20%
Total	1,574,803	1,628,799	3%

FY24 YTD REVENUE

\$25.9m TOTAL	\$3.9m TCC COMMUNITY OPERATING GRANT	\$6m TCC RENEWALS FUNDING	\$4.8m AQUATIC & LEARN TO SWIM	\$3.3m SPORTS & FITNESS
	\$0.5m COMMUNITY HUBS	\$1.9m EVENTS	\$5.5m CATERING / AV / BAYSTATION	

2.1 Aquatic Facilities

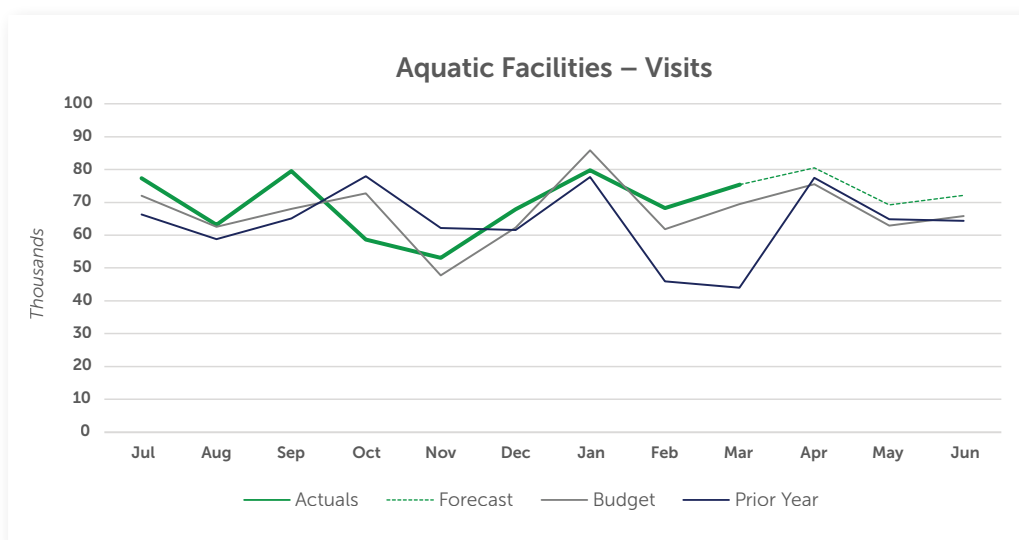
The Aquatics network has hosted 623,191 visits in the first three quarters of the year, which is up 11% compared to the same period last year.

There were almost 223,000 visits in Q3, which was marginally behind forecast. During the summer months, visitation across our Aquatics network is primarily determined by the weather. A hot summer day will typically divert crowds to the beaches instead.

Recent Aquatics structural changes, implemented less than a year ago, are yielding positive results, notably improving lifeguard quality. Enhanced recruitment, training, and operational consistency are driving these improvements.

BaySwim had a positive Q3, slightly ahead of target at 2,266 term enrolments. The BaySwim holiday swimming programme in January saw almost 300 enrolments, 10% growth on last year. BaySwim's Korean-focused lessons also continue to grow in popularity, with 87 enrolments in Q3 – 35% up on Q2.

Baywave held the first ever Māori-Pacific water polo tournament in early February, attracting 750 competitors from throughout New Zealand and Australia. The organisers' vision is to actively increase Māori-Pacific participation numbers within the sport.



2,388

TAMARIKI ATTENDING WATER SAFETY LESSONS YTD

2,301

DISABILITY AQUATIC MEMBERSHIPS

6,651

BAYSWIM TERM ENROLMENTS YTD



Jaxon's Journey with BaySwim

If you saw Jaxon Armstrong in a pool now, without knowing his story, and saw the 7-year-old's smile and confidence and how he moves in the water, diving down and then jumping up with a splash, you would have no idea that not so long ago he struggled with an intense fear of water. "Even in the shower he couldn't have water on his face," Jaxon's mum Ellie says. Jaxon refused to get into his school pool. He couldn't take part in school swimming sports. At birthday pool parties, he'd sit off to the side while his mates splashed about having fun. And when Ellie and dad Jarod would try to gently coax him into the water, he'd just cling to them. "I actually put it out on Facebook looking for help and Claire messaged me back," Ellie says. Claire Horner, BaySwim Manager, has been a swimming teacher for 20 years. She saw Ellie's post on a community Facebook page, explaining Jaxon's anxieties with water and asking for help from someone who was going to be patient with him but also get him out of his shell. Claire reached out personally and told Ellie she would work with Jaxon one-on-one. "Now, it's at the point where it's hard to keep him above water to tell him what to do," Ellie says. "In a year, it's a massive turnaround." Jaxon has completed three terms of swimming lessons and has started his fourth. He's learned how to be comfortable in water, how to float, blow bubbles, hold his breath, and kick. He's currently learning entry-level arm movements and how to kick on his back. "Everybody in our family has noticed the change in Jaxon and his confidence and the enjoyment he gets from swimming now and being around water," Ellie says.

A three-day planned closure of the Mount Hot Pools was completed in late February. The purpose of this closure was to address minor defects from the pool-tiling work undertaken as part of the recent facility upgrade.

Our Aquatics team has been working closely with Tauranga City Council and other partners and community stakeholders on two major facility projects – the design and build of a new aquatic centre at Memorial Park, and the ongoing community conversation about the future of the existing pool in Ōtūmoetai.

The Council and Bay Venues are collaboratively engaging with the community to address concerns regarding the condition of Ōtūmoetai Pool and explore its operational sustainability. Following a community meeting on February 20 at Ōtūmoetai College, an issues and options paper was developed, emphasising the necessity for a thorough assessment and investigation of the pool and the land it is on as there is evidence that the pool, located on the edge of a steep gully, is slowly moving. A community working group, comprising stakeholders from the local community, Ōtūmoetai College, Evolution Aquatics, Tauranga City Council, Bay Venues, and an independent aquatics expert, has been established to guide future decisions.

Anti-social behaviour from customers continues to be highlighted across our Aquatics network. Police were called out twice over Easter Weekend due to young people being verbally and physically aggressive towards Baywave staff. Security guards have been in place since before Christmas in an attempt to deter incidents from occurring.



Aquatics

“Teachers at the sensory lessons are very welcoming and gentle. They understand that the lesson is not just about improving swimming skills, but an important tool that allows the children to relax and decompress.”

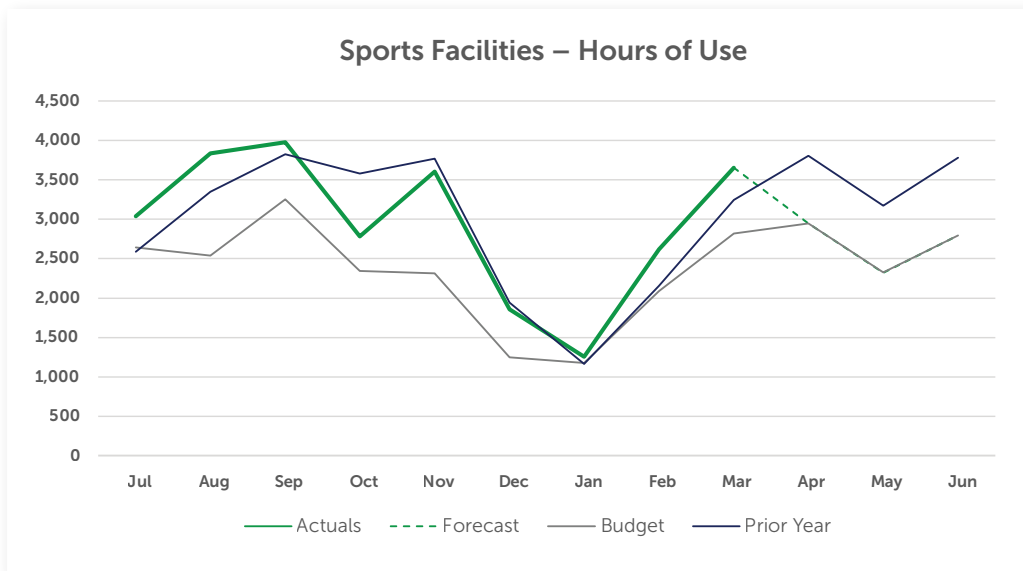
– BaySwim Customer, March 2024

83%
Overall Customer Satisfaction

57,100
Website Visitors

331,887
Social Media Reach

2.2 Sports & Fitness Facilities



74,054
PROGRAMMES – ADULTS & SENIORS YTD

78,640
PROGRAMMES – CHILD/ YOUTH YTD

16,626
PROGRAMMES – PRE-SCHOOL YTD

450
REHABILITATION MEMBERSHIPS (GREEN SCRIPT + AWA MEMBERSHIPS)

Indoor sport facility usage followed typical patterns in Q3, dipping in January before rebounding in mid-February. Membership at Clubfit and the Adams Centre for High Performance has continued to grow steadily as demand increases.

The Sports & Fitness team is actively contributing, alongside Tauranga City Council and our stakeholders and user groups, to the new Cameron Rd indoor sports centre project, as well as planning for the decommissioning of Queen Elizabeth Youth Centre (QEYC), and the Active Reserves Master Plan project involving Mercury Baypark.

In Q3, indoor sport facility usage exceeded budget by 4.5%. Our social sports leagues hosted 143 teams, and there were more than 6,000 total visits to all centre-run programmes. Clubfit membership reached 2,730, including 420 Green Script members. A Clubfit promotion generated an 80% increase in sales, with more than 300 new members in February.

Sports & Fitness

“A great mix of team members that are friendly and helpful. I’m glad that there is a mix of ages, cultures, and shapes among the team that is more representative of society. The team are always friendly and approachable.”

– Clubfit Customer, March 2024

90%
Overall Customer Satisfaction

16,551
Website Visitors

84,235
Social Media Reach

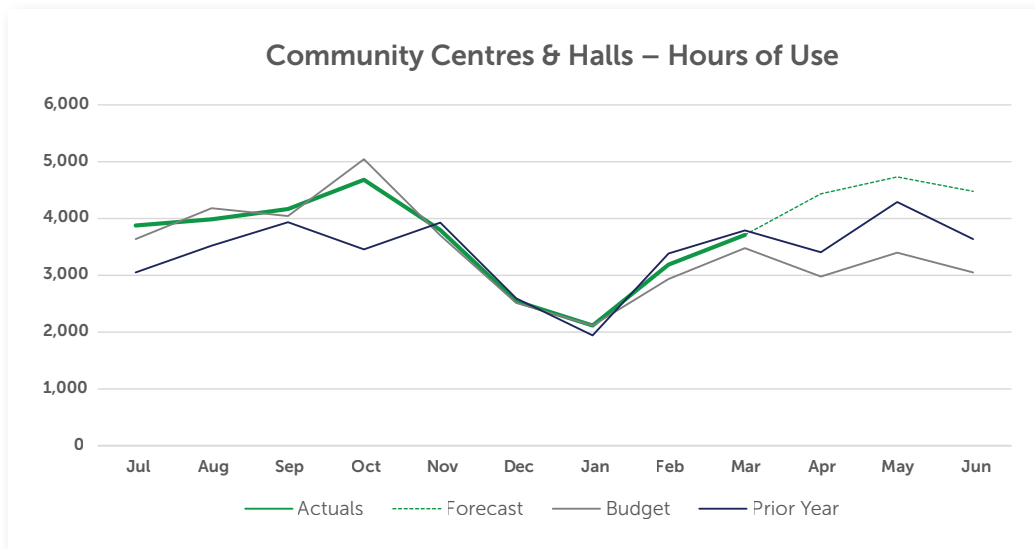
The Adams Academy now boasts 117 athletes, a 20% increase from the previous year.

Our community activation and play programme was approved for a second year of Tū Manawa Active Aotearoa funding. A total of \$31.5k is now available to continue our programme at venues across the city, including in Merivale, Welcome Bay, the central city, and expanding into Arataki and Pāpāmoa.

The 2024 Mel Young Easter Classic basketball tournament saw more than 12,000 attendees at Mercury Baypark Arena, QEYC, and Mount Sports Centre.



2.3 Community Centres & Halls



Hours of use across our Community Centres & Halls were ahead of budget by almost 500 hours (+4%) in Q3 and there was a total of 14,500 visitors this quarter.

The natural seasonality of user activity at these facilities often leads to a temporary dip in January, followed by a resurgence in mid-February.

This period provided an ideal opportunity for Council to refresh the Elizabeth Street Community & Arts Centre and the Waipuna Park Pavilion. Greerton Hall was enhanced with floor line markings for pickleball and badminton enthusiasts. We have also implemented a convenient keyless entry system at our un-staffed halls.

We are supporting Tauranga City Council and other partners on the Gate Pā Community Centre project. The preferred management model for this facility is yet to be confirmed. An indicative decommission date of September 2024 has also been given for Tauriko Hall and we are working alongside the Council and key stakeholders and relocating users to other venues.

It is heartening to note that the recent adjustments in user fees, effective from 1 January 2024, have not impacted utilisation levels at our Community Centres & Halls, signaling a positive trend.

Diversity & Inclusion

The number of diverse and inclusive activities in our venues across the city continues to increase due to consistent on-the-ground community engagement. This is largely thanks to the pivotal role of our Community Development Ambassador, who is building relationships with a wide range of community groups and advocating for diversity, inclusion, and activation initiatives in our facilities. This quarter saw yoga classes for ethnic women held at Arataki Community Centre, a Korean youth play programme held at Matua Hall, and a Gender Dynamix Aotearoa Trans Pride Ball held at Bethlehem Hall. We also delivered cultural sensitivity training for Bay Venues staff, with support from Tauranga City Council.





Q3 event highlights at our Community Centres & Halls included:

- NZ Meditation Easter Retreat at Pāpāmoa Sports & Recreation Centre (100+ people per day for four days)
- Tauranga Militaria Show at Greerton Hall (500 people)
- Nanumea community and cultural Aso Pati celebration at Welcome Bay Hall (110 people)
- Honorary Consulate of Nepal immigration services at Pāpāmoa Sports & Recreation Centre (750 people over three days)

Sport Bay of Plenty also painted Play on the Way stencils at three of our facilities.

We have been empowering our Community Centres & Halls user groups by offering advice and direction and providing information about funding opportunities and educational support to enhance their capabilities and sustainability.

Anti-social behaviour in and around our venues has again been challenging for staff this quarter.

Community Centres & Halls

“Again, nothing was a problem. The venue was fantastic, clean and we had a great evening celebration.”

– Elizabeth Street Hall Customer, March 2024

89%
Overall Customer Satisfaction

23,112
Website Visitors

95,838
Social Media Reach

2.4 Events

41

**Sporting & Aquatic
Tournaments**

53

**Significant Events
(over 500 pax)**

40

**Cultural
Events**

A vibrant live outdoor summer entertainment season at Mercury Baypark concluded in January with Juicy Fest and One Love Festival camping on our Concert Lawn.

Business events returned from early February, along with a live comedy show by Russell Howard, and a two-day Circuit Assembly of Jehovah’s Witness event for 1,000 people.

There was also the XI International Symposium on Kiwifruit in February, followed by Armageddon Expo in March with more than 8,000 attendees.

Baypark Speedway held six race meetings in Q3, with around 9,000 fans attending in total.

Mercury Baypark Arena is now also the official home of the Whai Men’s Basketball team, which began their inaugural Sal’s NBL season in March with an opening-match crowd of about 1,200 people.

In the Mercury Baypark Stadium Lounge, a successful blood donation event by the NZ Blood Service was held in support of the wider community. The venue was also used for three Te Kapa Haka o Tūtarakauika practice sessions, which made use of full-length mirrors installed in the space.



New ticketing partnership at Baypark

Bay Venues has signed a preferred ticketing partnership for Mercury Baypark with Ticketek, a leading provider in the sports and live entertainment industry in New Zealand and Australia. This new partnership, along with the recently increased venue capacity allowance of Mercury Baypark Arena's Lion Foundation Centre, presents exciting future opportunities for the venue, the city, and the wider region, including bigger and better concerts, quality international family shows, major comedy, and other live entertainment.

The new ticketing partnership and increased venue capacity allowance at Mercury Baypark is especially timely as the events industry nationwide faces a challenging economic environment and competition for the discretionary dollar.

Procurement for the purchase and installation of replacement sports lighting at Mercury Baypark Stadium has been completed. Design and installation details are being finalised and the installation is due to commence in late May, for completion prior to the December 2024 Baypark Speedway season.

We have encountered persistent problems with our noise monitoring equipment at Mercury Baypark Stadium. Tauranga City Council's Environmental Monitoring Officer has been advised and replacement monitoring equipment has arrived.

SUSTAINABILITY

We have upgraded the lights in Mercury Baypark Arena's Lion Foundation Centre to state-of-the-art controllable LED lights. This upgrade brings several benefits including improved lighting quality, energy efficiency, and control – allowing us to adjust the lighting levels depending on the type of event. These LED lights will also have a longer lifespan, reducing maintenance and replacement costs.



Events

“The whole experience was brilliant from booking the venue to the event being completed. Bay Venues thought of my every need and their attention to ensuring our event went well was very much appreciated. The service our event received was second to none.”

– Mercury Baypark Customer, March 2024

94%
Overall Customer Satisfaction

15,000
Website Visitors

704,017
Social Media Reach

2.5 Associated Activities

Hearty Kai

171,152 School Lunches

There were 171,152 lunches delivered to 11 Tauranga schools in Q3. We have seen 100% compliance with the Ministry of Education assessments for nutritional content and quality. We continue to enjoy great working relationships with all the schools. The team's ability to be agile with the menu items underlies the success we are enjoying with both the students and teachers. Year to date revenue is \$1.2m (on budget), of which \$50k is out-catering for non-Ministry of Education clients. We are monitoring potential changes to the Ka Ora, Ka Ako | Healthy School Lunches programme by the Government.

Bay Catering

Total revenue for Bay Catering in Q3 was \$1.1m, bringing year to date revenue to \$4.1m and on budget. Juicy Fest was the highlight event for the quarter, with Bay Catering overseeing beverage delivery and the VVIP tent catering for premium ticketholders. This event was very well managed by the team with excellent feedback from licensing officers post event. Out-catered events were busy over the summer period with Bay Catering delivering 25 out-catered events in Q3. Highlights included the New Zealand and South Africa five-day international cricket test match at Bay Oval, and the Black Clash cricket event at Bay Oval where we catered for 650 people. Retail volumes for Q3 were steady, revenue was \$241k (34% of total catering), with Speedway, Armageddon, and several other smaller events driving customers through the Mercury Baypark Arena Café. YTD EBITDA of \$154k remains significantly below budget, reflective of the challenging trading conditions with soft event revenue and high cost escalation impacting on profitability.

Bay Audio Visual

The Bay Audio Visual team delivered 25 key events in Q3, including the Toi Ohomai Graduation Tour over several locations, with a total revenue of \$193k which was \$12k ahead of forecast. Sixty square metres of high quality outdoor-rated LED panels arrived in January and the team immediately put this new digital display capability to good use, including at the week-long XI International Symposium on Kiwifruit event in Mercury Baypark Arena. The new LED panels were also used at the 35,000-strong Auckland outdoor concert event Synthony in the Domain and have been configured as a high-impact score boarding solution for the Whai Men's Basketball and Waikato Bay of Plenty Magic netball matches at Mercury Baypark Arena. This is now the highest quality LED product in the region and for Bay Audio Visual it forms a big part of our plans to help attract exciting new events to the city.

BayStation

BayStation maintained high customer experience ratings in Q3, consistently scoring 95%, peaking at 100% in March. Expected seasonal fluctuations led to a slight decline in customer numbers in February and March after the summer holidays. The quarter ended positively with a good Easter weekend. Overall volumes are still well below expectation for the year, which is consistent with feedback across the entertainment industry due to less consumer discretionary spend.

Helping get kids to school

The first three months of 2024 have seen a real focus on working with the schools to use the Healthy School Lunches programme to help reduce absenteeism. Serving popular hot food items on a Friday or Monday has proved to be a great way of encouraging students to attend school.



SUSTAINABILITY

When you use a reusable cup instead of a takeaway cup when ordering coffee from Mercury Baypark Arena Café, 25 cents is gifted to Trees That Count. With the funds raised through this initiative over the past year, we contributed to the planting of 62 native trees in our local environment. That is just over 2,600 reusable cups used.

Events

“The food and service was amazing. Our guests were extremely satisfied with the options and quality of the food. Overall, we felt that Bay Catering exceeded our expectations. We would happily recommend.”

– Bay Catering Customer March 2024

87%
Overall Customer Satisfaction

7,642
Website Visitors

15,734
Social Media Reach

3. Management Update

3.1 Finance

Q3 revenue was \$6.62m, \$133k (+2%) ahead of budget. Volumes were generally higher than budgeted across the organisation, which was a pleasing result in what is traditionally a quiet period for indoor facilities. Overall operating costs for Q3 was \$7.3m, \$92k above budget, driven by core operating expenses and repairs and maintenance. EBITDA for Q3 was therefore -\$0.67m, \$41k ahead of budget. This takes FY24 YTD EBITDA to -\$1.96m, \$79k behind budget. Looking ahead to the remainder of FY24, we are on track to achieve our budget for the year of -\$2.2m EBITDA. Detailed budgeting is underway for FY25, and we expect to return to an EBITDA surplus with a reset in our Tauranga City Council funding model.

3.2 Health, Safety, and Wellbeing

Health & Safety

Lead Indicators	Q1	Q2	Q3
Health & Safety Committee Meetings	2	1	2
Health & Safety conversations completed	10	7	13
Lag Indicators			
Total incidents recorded	169	152	189
Actual critical incidents under Bay Venues control	0	0	0
Actual major severity incidents under Bay Venues control	4	10	4

One notifiable incident occurred during the quarter. Part of a decorative palm frond that was installed under the hydro slide at Baywave detached and fell from height. A full investigation has been completed.

Key Achievements:

- We achieved two significant milestones in our asbestos management improvement project. All facilities that were known to have asbestos have been re-surveyed. Our asbestos management plans have been updated. The next phase of our project is to create organisational awareness about asbestos and to embed management and training processes into business operations.
- In Q1 we reported that an event risk screening tool had been created. During Q2 the tool was embedded into the event sales and planning process for all events at Mercury Baypark and we are starting to see the benefit of this in Q3; our Event Planning Manager reported an improvement in understanding about the risks created by hosting events. Use of the tool has also enabled the Events team to identify potential risk trends for certain types of bookings. During Q3, testing of the tool was also expanded to include the Community Centres & Halls team and Sports & Fitness team to test risk screening for community events and activities.
- Our new Security Manager who started in his role at the end of December 2023 oversaw security at our Mercury Baypark summer concerts and events. He has reviewed security procedures at Baypark Speedway and has led the implementation and monitoring of security guards at our key Aquatic centres over summer. The Security Manager has also developed a process to review all security related incidents in a timely manner and already some of these reviews have led to enhancements that will ensure better staff safety. He is busy conducting security site assessments across our venue network, is reviewing our duress alarm procedures, and has been working with Tauranga City Council and NZ Police to develop a trespass notice system at public parks where Bay Venues buildings are located. He has also established a city-wide security network group which includes the Council and NZ Police, and he is preparing a training module for staff on security and safety awareness.

Consolidated Statement of Performance – FY24 YTD

YTD Profit & Loss - Mar'24 (\$000's)	Aquatic Facilities			Community Hubs			Sports Facilities			Events Facilities			Associated Activities			Business Support			Grand Total			
	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	Current Year	Budget	Prior Year	
Revenue																						
User Fees	4,641	4,883	4,219	495	535	403	3,300	3,342	2,565	1,687	1,631	2,015	5,511	5,829	5,817	9	0	24	15,643	16,219	15,043	
TCC Operating Subsidy	1,980	1,787	1,644	417	376	331	1,479	1,334	1,196	0	0	3	0	0	42	0	0	46	3,875	3,497	3,262	
Other Income	109	39	18	1	0	0	24	14	43	171	129	0	31	22	0	10	11	8	345	215	69	
COVID-19 Subsidies	4	0	50	0	0	0	1	0	8	0	0	0	1	0	5	3	0	13	8	0	76	
Total Revenue	6,734	6,709	5,932	912	911	734	4,803	4,690	3,812	1,858	1,760	2,018	5,543	5,851	5,863	21	11	91	19,871	19,932	18,450	
Expenditure																						
Cost of Goods Sold	0	0	0	6	16	0	9	12	0	0	0	0	1,948	1,941	2,053	0	0	0	1,963	1,968	2,053	
Employee Expense	3,396	3,319	2,783	395	402	342	1,800	1,784	1,385	508	555	319	2,619	2,443	2,479	4,402	4,801	4,105	13,120	13,304	11,413	
Administrative Expense	115	90	100	22	21	12	68	44	23	25	48	17	88	73	81	912	880	755	1,230	1,155	988	
Advertising and Marketing	57	75	65	3	3	3	38	48	36	53	64	52	24	46	20	82	79	91	257	315	267	
Consultancy	19	6	7	0	0	0	0	1	1	20	0	0	7	0	2	526	514	419	573	521	429	
Operating Expense	976	971	817	196	231	190	410	462	400	520	301	462	258	407	456	1,413	1,342	1,166	3,773	3,714	3,490	
Repairs & Maintenance	376	289	232	41	60	45	85	88	79	0	0	0	84	63	56	322	331	318	907	830	730	
Total Expenditure	4,938	4,749	4,005	662	733	591	2,410	2,438	1,924	1,126	967	850	5,029	4,973	5,147	7,658	7,947	6,854	21,823	21,807	19,371	
EBITDA Profit/ (Loss) pre-allocations	1,795	1,960	1,927	250	178	143	2,393	2,252	1,889	732	792	1,169	514	879	716	(7,636)	(7,936)	(6,763)	(1,953)	(1,875)	(921)	
Business Support Allocations	2,224	2,311	1,969	828	861	734	1,702	1,769	1,507	2,028	2,108	1,796	855	888	757	(7,636)	(7,936)	(6,763)	0	0	0	
% total allocations	29%			11%			22%			27%			11%									
EBITDA Profit/ (Loss) post-allocations	(428)	(351)	(43)	(578)	(683)	(591)	691	483	381	(1,297)	(1,316)	(628)	(340)	(9)	(41)	0	0	0	(1,953)	(1,875)	(921)	
Non-Funded Depreciation	4	4	0	0	0	0	16	23	0	1	1	0	60	60	0	29	30	0	108	117	0	
Non-Funded Debt Servicing costs	1	4	61	0	0	4	1	4	150	0	0	1	7	20	22	1	4	21	10	31	259	
Surplus/(Deficit) after BVL capital costs	(433)	(358)	(104)	(578)	(683)	(595)	674	457	232	(1,297)	(1,316)	(629)	(407)	(89)	(62)	(30)	(34)	(21)	(2,071)	(2,023)	(1,180)	
Other Transactions																						
Renewal Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,041	5,526	5,082	6,041	5,526	5,082	
Interest Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	987	987	1,214	987	987	1,214	
Less:																						
Interest Expense	0	0	0	0	0	0	0	0	0	0	0	0	(1)	0	0	941	852	428	940	852	428	
Depreciation	1,570	1,612	1,461	258	255	254	1,051	879	726	556	555	277	319	302	327	1,791	1,776	1,682	5,545	5,379	4,728	
Profit/Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Surplus/(deficit)	(2,003)	(1,970)	(1,565)	(837)	(938)	(850)	(377)	(422)	(494)	(1,853)	(1,871)	(906)	(725)	(391)	(390)	4,266	3,852	4,165	(1,528)	(1,740)	(40)	

3.3 HR

Q3 saw a number of great learning and development opportunities for our people, including our company induction, Building Personal Productivity workshop, Finance Foundations workshop, as well as the graduation of the first cohort to take part in our Leadership Development Series. All these offerings are working towards building the capability of our organisation to ensure we can deliver on our strategy.

We held All Staff Updates in Q3 which saw more than 170 team members come together to hear about several exciting projects we have underway across the organisation, and contribute to the creation of our Employer Value Proposition. We saw strong staff engagement and connection with an initiative we created to inform staff about the upcoming Tauranga City Council election and encourage them to vote. We held our very own "Bay Venues Election" and staff voted during the All Staff Updates for someone to become "CEO for a day".

We also gained approval from our Board for our organisational position on Diversity, Equity & Inclusion.



3.4 IT

Our IT team delivered an integration between our new Human Resources Information System (HRIS) and our payroll system. A refreshed IT Operations Team structure is now also in place with a final key role being appointed. This has freed up internal resources dedicated full-time to delivering more value-added business application enhancements. A revised Technology Roadmap has been approved, with the focus over the next six months embedding our new HRIS and Finance systems, our Leisure Management System, plus an upgrade to our workforce management software.