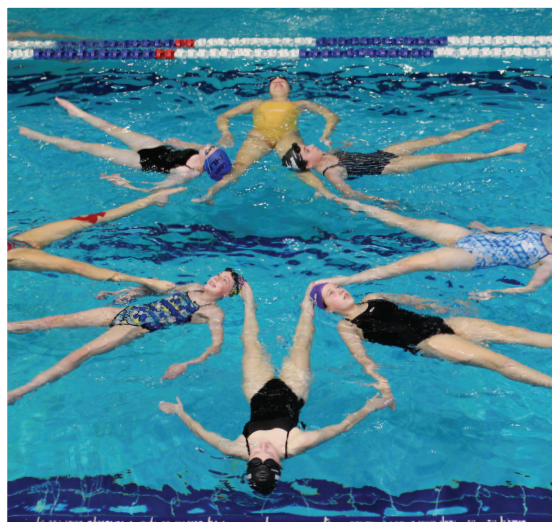




BAY VENUES REPORT

Prepared for
Tauranga City Council

Q4 FY23 (Apr – Jun 2023)



 Bay Venues


Tauranga City

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1. Executive Summary

Welcome to the Bay Venues Report for Quarter 4 in the 2023 Financial Year (FY23).

YTD FY23 Visits	Q4 FY22	Q4 FY23	Var
Aquatics	584,898	766,384	31%
Community Centres & Halls	249,909	336,743	35%
Sports & Fitness	553,046	762,223	38%
Mercury Baypark	146,478	247,507	69%
Total	1,537,894	2,112,857	37%

The Quarter 4 numbers are in and we have well and truly exceeded our venue utilisation targets for the year. We have hosted more than 2.1m annual visits across 24 venues, with 73 sports and aquatic tournaments, 80 significant events (with over 500 pax) and 36 cultural events.

These numbers show just how busy our facilities are becoming. The population of Tauranga has grown rapidly over the past decade and in that time no new aquatic centres, indoor sports facilities, or community centres have been built. The demand has grown exponentially, but the space available has not.

Most of our venues are between 30 and 80 years old and as they age, they become more expensive to maintain. There have also been significant increases in operating costs (electricity, water, the living wage). With this all in mind, and to plan for the future and continue to accommodate the increasing demand for space to play sports and hold events and activities in Tauranga, we have reviewed Bay Venues' financial and funding model for the first time since the organisation was created 10 years ago.

We presented this review to Tauranga City Council and are now working with the council to update that model in the Long Term Plan to address current and future growth, while also balancing the contribution of ratepayers and venue users, with increased user fees recently introduced at our venues to offset some of those rising operational costs and bring prices in line with national benchmarks.

This is all aimed at ensuring the long-term financial sustainability of our venues.

While the statistics in this report provide a year overview, the commentary highlights achievements specifically in Quarter 4. This is a report of activities in the final quarter of the year. Our Annual Report will come next.



Chad Hooker, CEO



Simon Clarke, Board Chair

1.1 Key Achievements

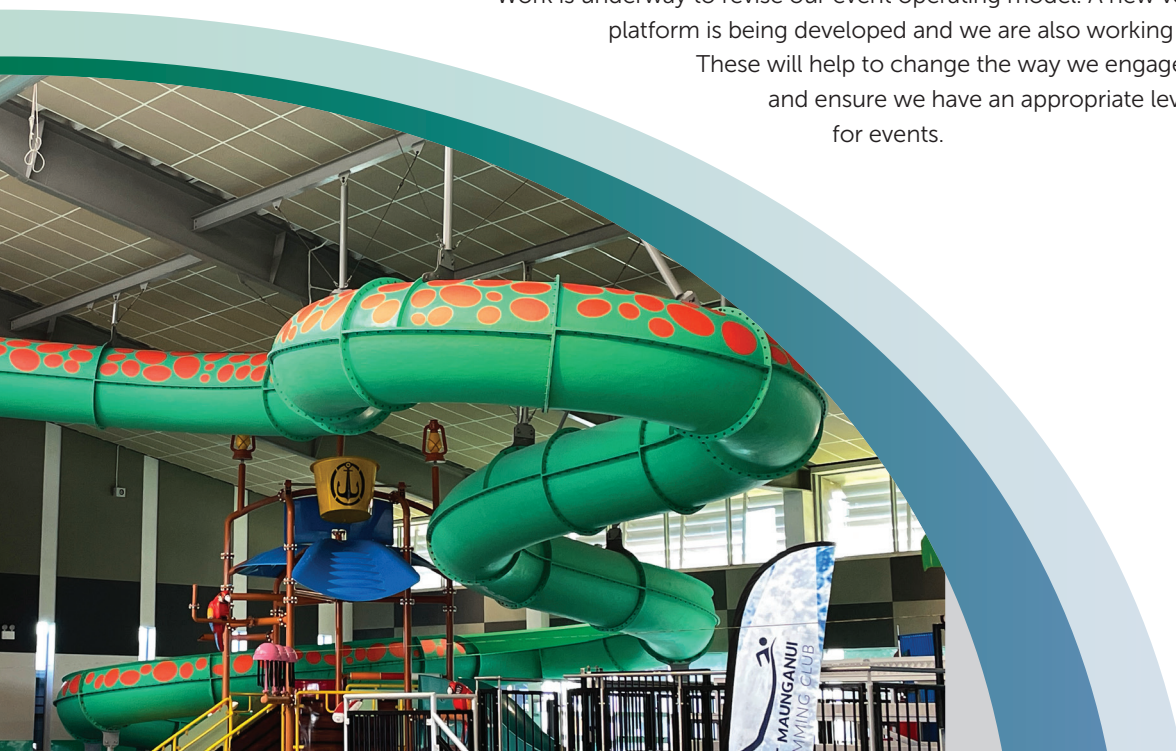
- The rebranding of Baypark to Mercury Baypark was completed and the new signage has provided a fresh new look for the venue.
- In April, we exceeded our visitation target of 1.6m for the year. By the end of Quarter 4, we had hosted more than 2.1m visits.
- High Performance Sport New Zealand (HPSNZ) has agreed to fund access to the Adams Centre for athletes who meet their performance criteria. The venue will also be recognised as a HPSNZ Regional Performance Pod.
- Following public consultation, our user fees increase proposal was updated and presented to the Tauranga City Council Commission. The proposal was approved, and the new prices have now been implemented for general admission patrons and members. We are working closely with user groups ahead of increased fees commencing January 2024.

1.2 Key Challenges

- Rough sleepers and anti-social behaviour continue to be a security risk and it appears to be escalating. We are working closely with Tauranga City Council, the police, and appropriate social agencies to try and ensure our staff and customers are safe.
- Roof leaks in the Baypark Arena six court facility have worsened over the past 12 months, impacting users. A remedial plan is underway by the Facilities team to rectify this issue.
- Safe vehicle, bike and pedestrian access to Baypark off Truman Lane remains an issue and must be dealt with in the near term;
- Discussions with Speedway continue as we work with them in good faith to consider the implications of the Baypark masterplan design and the current facilities and the future of Speedway at Baypark post the end of their contract in 2029.

1.3 Emerging Risks & Opportunities

- We are continuing to work with Tauranga City Council and other partners on the key reserves master planning project, which includes Baypark, as well as the proposed redevelopment project involving community facilities at Memorial Park. With consultants appointed, we expect to see activity ramp up on these projects.
- We launched an organisation-wide learning and development programme.
- We are continuing discussions with Speedway Racing Limited to confirm a new speedway promoter agreement.
- The Mount Hot Pools maintenance closure is scheduled from mid-October to mid-December and planning is underway for this, including sourcing and shipping tiles from overseas. Due to tight timeframes, we are planning on wrapping the pools to minimise any weather delays.
- Work has commenced on developing a Bay Venues customer experience programme with workshops held across the organisation to inform this. Implementation will commence in FY24.
 - Work is underway to revise our event operating model. A new venue hire agreement platform is being developed and we are also working through a ticketing RFP. These will help to change the way we engage with hirers of our venues and ensure we have an appropriate level of control over our venues for events.



2. Community Outcomes

YTD VISITORS

2,112,857
TOTAL

766,384
AQUATICS

336,743
COMMUNITY CENTRES &
HALLS

762,223
SPORTS & FITNESS

247,507
MERCURY BAYPARK

YTD REVENUE*

\$25.26m
TOTAL

\$4.35m
TCC COMMUNITY
OPERATING GRANT

\$1.0m
COMMUNITY HUBS

\$8.74m
TCC RENEWALS FUNDING

\$2.49m
EVENTS

\$8.13m
AQUATIC & LEARN TO SWIM

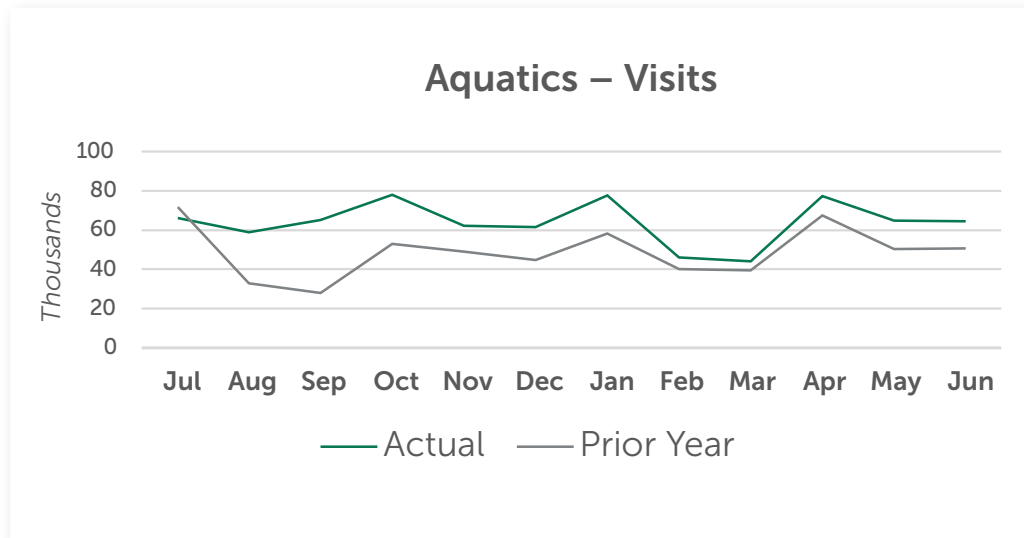
\$7.70m
CATERING / AV / BAYSTATION

\$5.19m
SPORTS & FITNESS

2.1 Aquatic Facilities

In Q4 the Aquatic venues had 210,324 people through its facilities. This was 32,000 customers ahead of the same period last year. There were increases across all venues, reflecting what has been a very wet period for the North Island, drawing people indoors or to Hot Pools.

BaySwim has also contributed greatly to this increased occupancy in Q4 with weekly visits from 2,200 people learning to swim, plus 1,550 tamariki attending ten lessons of water safety skills.



2,520

TAMARIKI RECEIVING 10 WATER
SAFETY LESSONS EACH YTD

1,952

DISABILITY AQUATIC
MEMBERSHIPS

7,320

BAYSWIM TERM
ENROLMENTS YTD

766,384

AQUATIC CENTRE
ENTRIES YTD

Mount Hot Pools had 2,500 more visitors this quarter than the same period last year. For the year, total visits have reached over 290,000 visitors for the first time in four years.

Planning for the 8-week maintenance closure at the Mount Hot Pools, scheduled to commence from October 2023, is well underway with contract tenders now allocated. The 3-yearly maintenance closure will ensure pool operation and heating systems are serviced for proactive maintenance, along with the major undertaking of re-tiling of all pools, assessing the pool tanks and changing room renewal work.

Baywave has had some finishing touches to the hydroslide and surrounds incorporating a snake and palm trees to help set the scene. Baywave had 21,500 more visitors this quarter, vs. the same period last year. This brought the year-end visits to over 311,000.

*Subject to audit

Baywave has been busy with events this quarter (catching up after its 3-month closure), hosting six National or North Island based events across four codes, with over 1,200 competitors, plus spectators. King's Birthday Weekend was a hive of activity hosting the North Island Underwater Hockey Champs as well as the general public utilising the rest of the facility, attracting ~1,600 customers each day.



New features around Baywave – snake and palm decals

Our **community pools**, Greerton and Otumoetai had 36,340 visits through this quarter. A new water shower feature has been installed at Greerton Aquatics over the learners' pool which is expected to draw attention from tamariki with its changeable lights and fun water play.

In late April, Swimming BOP held a fundraising swim meet at Greerton Aquatics for Cyclone Gabrielle attracting 130 competitors. The event was supported with half price lane hire and discount swimmer admission.

Council contractors have removed the garden in front of Otumoetai Pool for better visibility and accessibility. The venue can now be seen from the carpark. The pathway is being changed to reduce the gradient into the venue for our customers in wheelchairs.

BaySwim have had a very successful term two with a total of 2,200 enrolments, bouncing back better than expected post the Baywave closure in term one. After a significant drop-off during Covid, Greerton Aquatics learn to swim enrolments are nearly back to 500%.

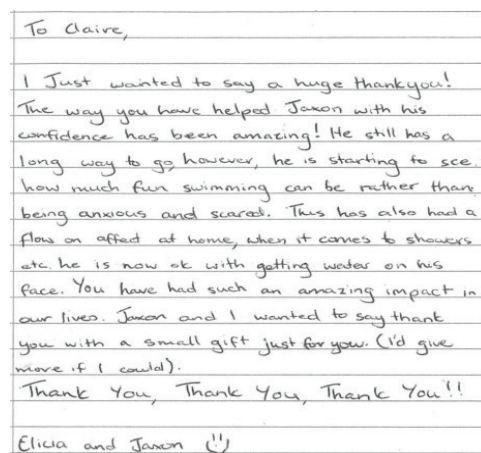
We have recently recruited an experienced swim teacher who is fluent in Korean and Chinese. As a result, BaySwim is now delivering lessons to the Korean and Chinese community, and demand is growing.



Under water hockey in action



New shower feature at Greerton Aquatics



Letter received by a grateful BaySwim customer.



2.2 Sports & Fitness Facilities

68,937

PARTICIPANTS (ADULTS & SENIORS)

98,259

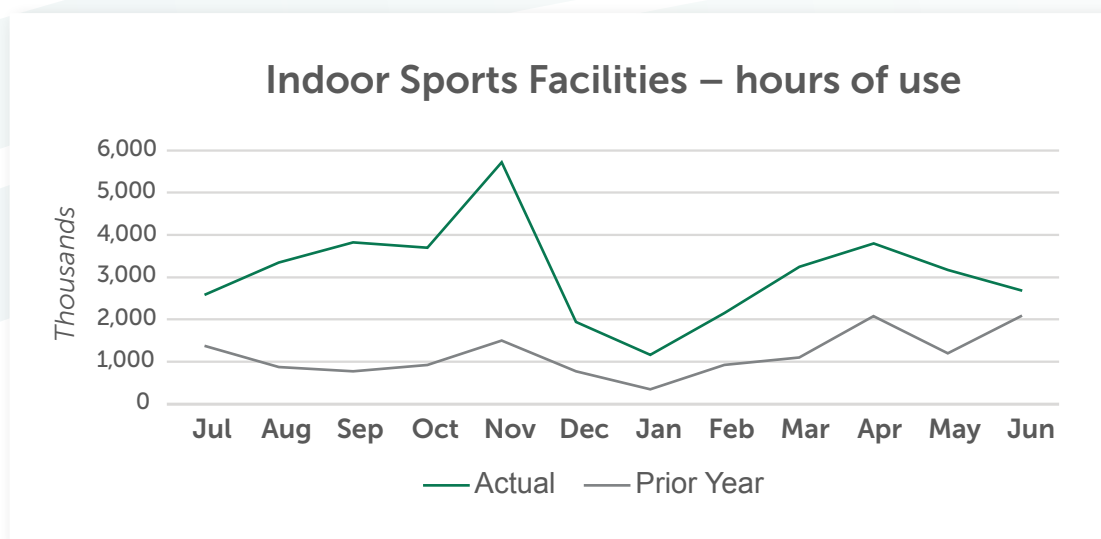
PARTICIPANTS (CHILD/ YOUTH)

12,326

PARTICIPANTS (PRE-SCHOOL)

414

GS REHABILITATION MEMBERSHIPS
(Green Script + AWA Memberships)



Q4 signalled the commencement of winter sports with basketball dominating court space across the network. This included the return of the Mel Young Classic Basketball tournament over Easter with 134 teams participating, including one team from Australia. This popular tournament was played across 15 courts including Mercury Arena, QEYC, Aquinas, Mt Sports and Tauranga Boys College.

There was a diverse range of sporting events in Q4 across QEYC and Mercury Baypark. Including Vaisakhi Mela; an Indian event that embraces culture and tradition, the Healthvision Festival of Disability Sport, corporate boxing event, Brazilian Jiu-Jitsu competition, Ceroc event, badminton and a Filipino Independence Day Celebration and Sports Day.

Connecting with the Community to Activate Spaces

The activation team connected with Recreate NZ (youth disability provider) to facilitate a sports and play programme at QEYC in May. The team also ran boxing classes for Impac at the Cliff Rd Clubrooms in Term 2 for rangatahi who had been excluded from main stream school. The purpose was to provide some physical activity in a disciplined manner. Impac pay for venue hire, but the facilitation from our team is free of charge. The activation team are also delivering three 2.5hr community play sessions a week targeting low-socio economic communities. These are held at Welcome Bay Hall, Waipuna Clubrooms and Merivale Action Centre. On average approx. 30 rangatahi attend the drop-in sessions and there is no charge for the kids to participate.

The popularity of Tumble Time continues with an average of 80-100 preschoolers and adults attending. Over the course of a week, we host three sessions at Mercury Baypark and two sessions at QEYC. In the school holidays, the sessions are modified to accommodate separate space for older siblings to also attend. Over 100 tamariki attended from Nga Kohanga Reo o Tauranga Moana, for the second time, with the session being delivered in Te Reo Māori.

We are working closely with Whai Basketball to plan their 2024 season and host home games at Mercury Baypark, when the men's team enter the NZ NBL. The second season of the women's league, Tauihi Basketball Aotearoa competition, is due to tip off in July, with QEYC being their home game base.



Mel Young Classic Basketball Tournament and Festival of Disability Sport



Youth taking part in the Recreate NZ event at QEYC

Sadly, a member of the Tauranga Indoor Bowls community passed away while using the Mount Sports Centre in late June. There were four trained first aiders (patrons) and a defibrillator on site and an ambulance arrived quickly. The next day the venue was cleaned, and blessed by a kaumatua, attended by Bay Venues management and the Bowls Chairman.

Clubfit

Clubfit experienced significant net growth in Q4 with over 400 members joining post the Baywave renewals closure and a successful promotion in May. Winter months are also popular with people moving indoors to exercise. There continues to be over 400 Green script members that can access Clubfit and get the benefits of accessing the pools during off-peak times.

The University of Waikato Adams Centre for High Performance

An emphasis on strengthening our safeguard policies and practices, and training staff has been a focus in Q4 at the Adams Centre. This is particularly relevant due to both past and more recent issues within the NZ High Performance sector. There is ongoing work required in this area to ensure we are providing safe spaces and healthy environments for young athletes to thrive and be supported appropriately.

The Adams Centre hosted the 2023 All Blacks squad in June for their first training camp. There is an established relationship with the AB's Lead Strength & Conditioning Coach and an intention from NZ Rugby to continue utilising the venue going forward.

We have been engaging with key stakeholders; University of Waikato, NZ Rugby, BOP Rugby and Body in Motion Physiotherapy in Q4 to discuss venue expansion plans and seek feedback on initial design concepts. All parties have indicated their support in principle and a willingness to be involved in future discussions.

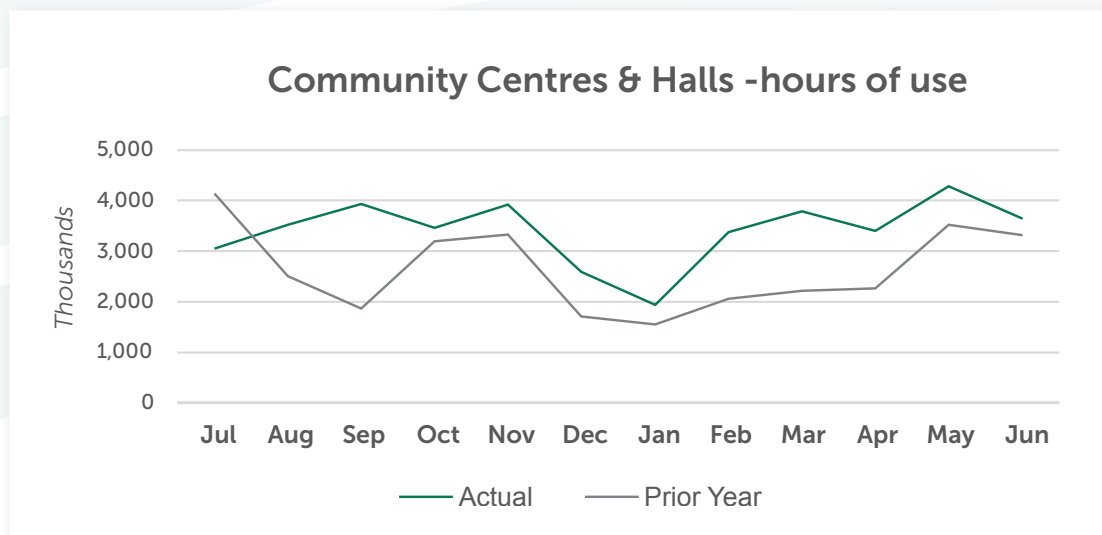


All Blacks in action at the UOW Adams Centre

We look forward to the arrival of the Netherlands Women's Football team who will be based at the Adams Centre / Bay Oval during the FIFA Women's World Cup. The squad arrive on 18 July and will be with us until 3 August 2023.



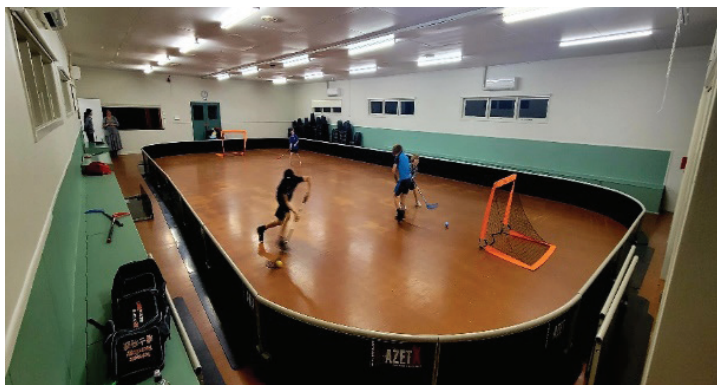
2.3 Community Centres and Halls



The final quarter of the year saw a range of activity in our community facilities. May was the best month of the financial year. Utilisation increased in the Community Centres by 27% and Community Halls by 32% year on year.

Reserve user codes have been actively utilising Arataki Community Centre and Papamoa Sport & Rec Centre during Q4 due to continued inclement weather. There has also been an increase in birthday party hirers across the network.

We have had a great assortment of diverse activities across our community facilities in Q4, including sports and recreation, ethnic dance, staff and education training, Nepal immigration services and a Brazilian Fair, to name just a few.



Floorball at Matua Hall



Koha apparel at the Arataki Community meal

Connecting with the Community

The Community Development Ambassador in conjunction with the TCC Community Development team have built relationships with the following groups who have held events/attended activities in our venues this quarter:

- NZ China Friendship Society.
- Pacific Island Trust.
- Play initiatives with Welcome Bay Community Centre and Recreate.
- Indian Ladies Disco Night.
- Belly Dancing and Bollywood Dance groups.
- Plunket (Well Child event).
- Voyce Community Group (swimming lessons for children in foster care).
- Learn to swim lessons tailored to Muslim and Indian ladies.



Community Venue Improvements

In Q4 we completed several refurbishment projects across our community facilities, including:

- External security lighting at Papamoa Sports & Recreation Centre, Bethlehem, Welcome Bay, and Greerton Halls.
- Replaced coin operated boxes for heating in the Halls with timers.
- Hot water zips at Welcome Bay and Bethlehem.
- Replaced fixtures & fittings like ovens and TVs.
- Exterior doors and railings painted at Matua, Bethlehem, and Welcome Bay Halls.
- TCC have replaced the Tohora room kitchenette, replaced counter tops in ablutions, and painted at the Papamoa Community Centre (with library).

2.4 Events

73
SPORTING & AQUATIC
TOURNAMENTS YTD

80
EVENTS YTD
(over 500 Pax)

36
CULTURAL ACTIVITIES
YTD

A total of 16 significant events ranging from motor sport, premier court sport, performance, exhibition and celebration took part at Mercury Baypark across Q4.

April Highlights

The ANZ Premiership returned to the Mercury Baypark Arena with the Waikato Bay of Plenty Magic playing to a crowd of 1,500 fans. Ahead of their match the Magic hosted a skills day for local students.

Wet weather in April meant the Council-run free public event, Hawaiki Herenga Haka, relocated to Mercury Baypark Arena with approx. 3,000 in attendance. In April, Speedway suffered the cancellation of one meeting due to rain. This was followed by a successful final event for the season with fireworks display, attracting 3,000 fans.



Hawaiki Herenga Haka entertainers

May Highlights

May was the busiest month of the quarter, including the Bidfood Trade Show, Tauranga Home Show (attracting approx. 13,000) and Bay of Plenty Wedding Show.

D1NZ, the drifting championships grand finale (which was also a celebration of 20 years of the competition), attracted a crowd of 3,000. Weather conditions proved challenging and produced valuable learnings for future events.

Celebrations in May included the Mount Maunganui and Otumoetai College Balls and Awards Evenings for realtors Bayleys and Eves, which brought glitz and glam to our venue. Eves Realty preceded their awards evening with a conference.



Eves Realty awards setup

June Highlights

The Urban Dance Youth Trust Youth Hip Hop Dance Competition was back in June. Drawing competitors from across the country to compete over Kings Birthday Weekend, attracting a crowd of 4,000.

Mercury Baypark Arena was host to the prestigious Ahuwhenua Trophy Awards celebrating business excellence in Māori horticulture with a seated dinner for over 900 guests. This was an opportunity to showcase both our venue and Bay Catering to key agricultural influencers from across the motu. The Mercury Baypark team pulled together to bring our Manaakitanga and Kaitiakitanga values to life with many hands involved in the successful set up and delivery of this event.



Catering for the Ahuwhenua Trophy Awards

Baypark welcomes new venue partner Mercury

Tauranga's premier venue for live music and entertainment, sports and recreation, conferences, meetings, shows, and exhibitions has a new partner – Mercury. A new name – Mercury Baypark. And a new favourite colour – yellow. Everything else, however, is exactly the same. Mercury Baypark Arena is where you will find social sports leagues, community programmes like Tumble Time, and large indoor events like Tauranga Home Show and Armageddon Expo. Mercury Baypark Stadium is where you will find all the speedway action, and Mercury Baypark Open Air will continue to be the home for big outdoor festivals and events, like Juicy Fest. Mercury bought Trustpower's retail business in May last year and has been bringing the best of both brands together for customers under the Mercury brand. "Mercury is an innovative and forward-looking company that works with a wide range of New Zealand communities to make great things happen. This is a perfect fit for us," Bay Venues Chief Executive Chad Hooker said. "Here at Baypark, we also strive to make great things happen for our communities by connecting people through exceptional experiences."



2.5 Associated Activities

Healthy School Kai YTD

Term 2 feedback from schools in the Ka Ora, Ka Ako | Healthy School Lunches programme has been excellent. The term was finished with a special Matariki Hangi lunch that the schools really enjoyed...

10
SCHOOLS

66,825
LUNCHES

“A huge and heartfelt shout out and thank you to each and every person involved in the preparation, delivery and everything else in between for today's hangi lunches. Our tamariki and kaiako were blown away and it truly was the best way to wrap up our Matariki Celebrations.”

“The Hangi was delicious. It was thoroughly enjoyed by all. Thank-you very much.”

“Our kids are loving our Matariki Hangi today. One little girl even told me 'It's just like the marae!' Thanks Bay Catering for our delicious healthy school kai.”



Bay Catering, Bay Audio Visual, BayStation

Significant events for Catering and AV during Q4 included ANZ Premiership Netball, Ahuwhenua Awards dinner, Festival of Disability Dinner, Bayley's & Eves Awards Dinners, D1NZ Finale, Tauranga Home Show, five Toi Ohomai graduation ceremonies, plus several AGM's, school balls and trade shows.

Total Catering and AV Q4 revenue was \$1.49m or 12% below budget. Full year revenue was \$6.3M or 3% ahead of budget. Total FY23 EBITDA was \$736k, \$227k below budget. This was largely due to the reduction in schools in the Healthy School Lunches programme earlier in the year.

BayStation FY23 revenue was \$370k, \$89k below budget due to adverse weather conditions impacting outdoor weather activities. EBITDA of \$69k was \$118k below budget.

3. Management Update

3.1 Finance

Full year EBITDA of -\$1.64m was \$0.1m ahead of budget. Volume across the network was largely back to normal levels with total operating revenue of \$25.3m (\$2.4m better than budget).

Financial performance in our core operating areas was very strong this year, particularly Aquatic and Sports/Fitness Facilities which well ahead of budget. These results were driven by strong volumes and trend towards indoor activities over the past 12 months.

Associated Activities profitability was behind budget for the year. Revenue has been solid, however challenges around staffing have meant high reliance on contract labour which has reduced profitability. Business Support costs were also behind budget, predominantly due to increased consultancy costs with several key projects requiring external support.

Looking forward to FY24, we expect to continue the strong volumes through our core business, however recent cost escalations will result in a deficit EBITDA result again. We are working with council to revise Bay Venues funding model, aiming to return to surplus operating performance and ensure future sustainability.

3.2 Asset Management

In Q4 the Facilities and Finance teams finalised and re-submitted Long Term Plan (LTP) budgets to ensure we deliver on our strategic objectives while also being fiscally responsible with spending. We believe we have found a good compromise between the two and are optimistic about all the upcoming projects within the LTP. Additional resource is required to deliver the LTP so the Facilities team will be expanded to ensure we can successfully deliver these great community outcomes.

Upcoming Projects

- The Mount Hot Pools maintenance closure dates have been confirmed and the lead contractor has been engaged under an early contractor involvement agreement.
- Consultants have been working on lighting and structural designs for the stadium main floodlight replacements. Once a decision has been made on the preferred lighting option, a detailed design and procurement plan will be completed. We expect to commence this within the next two – three months, with light replacement work commencing in 2024.
- A Baypark office refurbishment project is due to commence pre-consent work early July, with anticipated main project work commencing late July – early August. We are still optimistic we will have this work completed by the start of speedway season to ensure we do not impact on any corporate box bookings required.

3.3 Sustainability

- We are replacing the oldest of our two maintenance vehicles with an electric van, significantly reducing carbon emissions.
- Hikotron and Big Street Bikers are looking for suitable locations for EV and bike chargers at our facilities; a good opportunity to consider how we future proof facilities for the growing needs of our community.
- The EV chargers at Mercury Baypark are being replaced with new Hikotron chargers. These will be charged at an industry rate to our community.
- Toitu auditing is commencing on the FY23 financial year data. This will be completed in September with preliminary results shared soon after.

A Sustainability Commitment

Harvesting rainwater, installing energy efficient lights, pest control, and introducing fully electric and hybrid vehicles – Bay Venues has embarked on a journey to carbon neutrality and has made a sustainability commitment to use more renewable resources, create less waste, promote biodiversity, and reduce greenhouse gas emissions. The organisation is committed to repairing, reusing and recycling. The ultimate goal: to reach carbon zero by 2050. "If we can improve what we do as individuals and as an organisation, and educate people on being better around their carbon footprint, then we are making progress," Asset & Project Manager Steve Edgecombe (pictured) said. Edgecombe leads a sustainability team made up of representatives from across Bay Venues. "Can we change the world with our sustainability commitment? Possibly not, but it doesn't mean we still shouldn't be doing what we can to improve our backyard," he said. Bay Venues is certified with Toitū Envirocare, which means the organisation can measure its overall carbon emissions and work to reduce those over time.



Consolidated Statement of Performance - Q4 FY23

(\$000s)	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						
Revenue																					
User Fees	5,896	5,225	4,372	558	412	354	3,530	3,516	3,098	2,489	2,115	1,536	7,642	7,310	6,186	686	13	277	20,802	18,591	15,824
TCC Operating Subsidy	2,192	2,093	1,664	441	527	350	1,595	1,554	1,242	4	0	0	56	0	0	61	0	0	4,350	4,173	3,256
Other Income	41	40	88	0	0	0	60	79	57	0	0	0	0	0	0	11	11	11	112	130	157
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	8,129	7,358	6,471	1,000	939	764	5,186	5,148	4,574	2,493	2,115	1,555	7,698	7,310	6,344	759	24	575	25,263	22,895	20,282
Expenditure																					
Cost of Goods Sold	0	0	0	0	0	0	0	0	0	0	0	0	2,649	2,655	2,385	0	0	0	2,649	2,655	2,385
Employee Expense	3,777	3,750	3,499	463	474	295	1,909	1,981	1,870	428	349	296	3,235	2,683	2,700	5,566	5,381	4,769	15,378	14,598	13,429
Administrative Expense	136	110	135	15	20	16	68	61	51	31	17	12	112	100	103	1,019	1,067	815	1,382	1,374	1,132
Advertising and Marketing	89	81	66	3	4	3	53	61	60	73	101	87	33	51	26	143	102	128	394	399	371
Consultancy	7	31	51	0	0	0	4	1	2	1	4	66	4	0	1	871	567	864	887	604	984
Operating Expense	1,140	1,098	1,062	239	204	186	538	543	480	546	296	181	538	423	438	1,643	1,454	1,356	4,644	4,018	3,703
Repairs & Maintenance	337	292	361	57	48	38	103	99	81	0	4	0	79	80	63	990	455	627	1,567	977	1,169
Total Expenditure	5,487	5,341	5,174	777	749	538	2,675	2,746	2,544	1,080	771	643	6,651	5,991	5,715	10,232	9,027	8,559	26,902	24,626	23,173
EBITDA Profit/ (Loss) pre-allocations	2,642	2,017	1,297	222	190	226	2,511	2,402	2,029	1,413	1,343	912	1,047	1,319	629	(9,473)	(9,003)	(7,984)	(1,639)	(1,731)	(2,891)
Business Support Allocations	2,507	2,382	2,113	1,011	961	852	2,016	1,916	1,699	2,427	2,307	2,046	1,512	1,437	1,274	(9,473)	(9,003)	(7,984)	0	0	0
% total allocations	26%			11%			21%			26%			16%								
EBITDA Profit/ (Loss) post-allocations	135	(365)	(816)	(789)	(771)	(627)	495	486	330	(1,014)	(963)	(1,134)	(465)	(118)	(646)	0	0	0	(1,639)	(1,731)	(2,891)

3.4 Health, Safety & Wellbeing

Lead Indicators		Q1	Q2	Q3	Q4
Employees who received formal H&S training and/or committee meetings held	(#)	29	20	1	21
Safety conversations completed	(#)	13	0	3	3
Lag Indicators		Q1	Q2	Q3	Q3
Total incidents recorded	(#)	186	217	135	170
Critical incidents under Bay Venues control	(#)	0	0	0	0
Major incidents under Bay Venues control	(#)	6	1	6	3

In FY23 we have seen an increase in reported Psychosocial incidents across most facilities with a total of 39 incidents. The data shows that highly impacted areas regularly include those in customer-facing roles that often involve our receptionists, lifeguards, fitness instructors, BayStation venue attendants and our Community Centre and Halls teams (who also encounter rough sleepers). This trend has seen the business add several new support initiatives:

- An Anti-Social Behaviour (ASB) Committee has been formed. The committee has staff representation from across the business including an Executive team member.
- An Anti-Social Behaviour Guidance document has been created and is in the final draft stage. This document outlines what action can be initiated and the roles and responsibilities across Bay Venues.
- A Trespass Procedure is being created to define the guidelines and empower staff to make decisions in real time.
- As part of the All-Staff Update and the launching of our new Learning & Development Programme "Strive to Thrive" over 200 employees got to experience a Situational Safety micro learning. Based on how to manage conflict, confrontation and disengage from aggressive or/and violent situations. The full 4-hour workshop is also being actively promoted and will be run at regular intervals.
- The creation of a Security Manager role at Bay Venues has been approved and will be recruited for within Q2 of FY24.
- We are liaising with Council staff and the Police to address several homeless camps that have set up around QEYC. Recognising they are still members of our community, but also ensuring QEYC visitors and our staff are safe.

In the proactive space, our Health & Safety policy has been reviewed and revised as part of an annual review process and we are also working our way through our Asbestos Management Review project.

3.5 People & Capability

The financial year has ended with good progress in in the people space.

Key highlights include:

- Selection of our Human Resource Information System (HRIS) partner, alongside the commencement of the first stage of the HRIS project.
- Our turnover continuing its downward trend. Since Q1, we have seen a decrease in turnover of 9%. While we still have plenty of work to do in this area, it is pleasing to see that our efforts in this space appear to be working.
- Our All-Staff Update held in June, where we closed our network of facilities to provide over 200 staff an update on our business, our focus areas for the upcoming financial year, and to allow our teams to connect.
- The formal launch of our Learning and Development Programme – "Strive to Thrive." The launch was done in an "expo" style, with over 200 employees rotating between four booths designed to deliver a micro-learning opportunity. Staff got to experience a bi-cultural, feedback, and situational safety training as well as see our newly created L&D SharePoint Hub site.

3.6 Customer Experience

CUSTOMER SATISFACTION YTD

88%

Overall Customer Satisfaction

90%

Overall Satisfaction with our Staff

92%

Overall Satisfaction with our Service

84%

Overall Satisfaction with our Facility

“The staff were fabulous! Was overall just a really great experience, thank you so much!”

BayStation customer, 24 June 2023

3.7 Marketing

112,007 WEB VISITORS IN Q3

Q4 2023 web traffic was 9% ahead year on year. Web traffic peaks in School Holidays and this April was no exception; with over 43,000 visitors across the 11 Bay Venues websites. The Mount Hot Pools and Tauranga Pools sites were the highest, receiving over 10,000 visitors each.

294,387 SOCIAL MEDIA* REACH IN Q4

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

FY23 has seen some significant projects delivered by the IT Team, including WIFI rollout across all Bay Venues sites, development of a new data warehouse and power BI reporting, enhancements in IT security management and a technology refresh for our staff, enabling quicker and better remote access to our systems.

We are also well advanced through two significant new system implementations, Bamboo HR (HRIS) and Datascape (Finance). We are targeting delivery for both systems within the next 6 months.