



# BAY VENUES REPORT

Prepared for  
Tauranga City Council  
Q4 FY25 (April – June 2025)



 BayVenues



# Executive Summary

## FY25 YTD NPBT (UNFUNDED)\*



# \$260,772

(\$107,589 or 70% ahead of budget, and \$2.85m ahead of prior year)

## FY25 YTD TOTAL REVENUE\*\*



# \$31.28m

(\$190,267 or 1% ahead of budget, and \$3.8m or 14% ahead of prior year)

## FY25 YTD TOTAL VISITS^



# 2,173,085

(3% ahead of target, and 1% behind prior year)

## FY25 YTD CUSTOMER SATISFACTION



# 86.6%

(1.6% ahead of target, 0.9% ahead of prior year)

## Welcome to the Bay Venues Q4 report for FY25.

The final quarter of the year provided a strong finish to FY25 across several fronts at Bay Venues. Increased venue utilisation, especially at our aquatic and sports and fitness facilities, reflected a vibrant and engaged community.

This was further buoyed by the opening of a new community indoor sports facility – the first of its kind in Tauranga in more than a decade – as well as a new café at the Historic Village, both of which have quickly become valued additions.

Our swim school, BaySwim, also celebrated a record-breaking year, highlighting the ongoing popularity of our aquatic programmes. Through robust and sustained financial discipline, our financial performance in Q4 also saw Bay Venues achieve a break-even budget for FY25, all while maintaining the high levels of customer satisfaction and service that remain the cornerstone of our operations.

### FINANCIAL PERFORMANCE

Q4 EBITDA of \$92,607 was \$121,600 below budget. The deficit was largely revenue related, with revenue for the quarter of \$7.83m, \$102,369 or 1% below budget.

Full year FY25 Net Profit Before Tax (Unfunded) of \$260,772 was \$107,589 or 70% ahead of budget and \$2.85m ahead of the prior year. Year on year growth was predominantly due to a new funding model introduced in FY25. Achieving positive NPBT was a key requirement under the new funding model agreed with Council.

Annual revenue of \$31.28m was 1% ahead of budget and 14% ahead of the prior year, this included additional operating funding from Council as well as underlying 6% growth in user fees. Despite strong year-on-year growth, underlying user fees fell \$0.83m behind budget, which prompted an organisational reset to drive \$0.84m of cost savings across the year, largely achieved through staff cost reduction.

Looking ahead to FY26, operating funding from Council has been reduced by ~10% from what was initially planned in the LTP. This has prompted further cost savings initiatives, as well as driving additional revenue streams where possible, however after further cost savings and staff reductions we are well placed to achieve a break-even NPBT budget again.

### AQUATICS

Q4 was the busiest quarter of the year for Aquatics with 221,096 visits, with April being the standout month combining school and public holidays. Total visits to our aquatic facilities across the city rose by 4% this year to 858,780. Baywave achieved record attendance for the year and our swim school BaySwim surpassed 10,000 annual participants for the first time.

### SPORTS & FITNESS

In Q4, overall hours of use for our sports facilities were up 18% on the previous year, boosted by the opening of four new indoor courts in May at The University of Waikato Haumaru Sport & Recreation Centre. Haumaru has been fully booked at peak times since opening (with Queen Elizabeth Youth Centre also remaining fully booked at peak times), hosting more than 24,000 visits a month. Total Sports & Fitness annual visits increased by 1% year on year to 810,073.

### COMMUNITY CENTRES & HALLS

Community Centres & Halls exceeded budget targets despite a 10% drop in Q4 visitation. This is a positive result given the decommissioning of one of our venues in September 2024 (Tauriko Hall), the loss of some anchor tenants over the past year, and the ongoing challenges faced by community groups with reduced funding available. However, the team remain focused on increasing utilisation, demonstrated by the wide range of activities hosted in Q4 and the two new anchor tenants secured this quarter.

### EVENTS

Mercury Baypark hosted several major events in Q4, including D1NZ and X-Air, as well as the annual Bay of Plenty Young Grower of the Year event, which has been locked in for the next four years. However, overall visits for FY25 finished 8% down year-on-year, reflecting event industry trends and uncertainty. The outlook for FY26 is more promising, with expected growth.

Chad Hooker, CEO

Simon Clarke, Board Chair

\*Net Profit Before Tax (NPBT un-funded) is net profit after funding and capital costs on assets Bay Venues are responsible for funding, it does not include funding and capital costs on assets funded by Council.

\*\*Tauranga City Council (our shareholder) has facilitated the return of Bay Venues to a cash-flow break-even position from FY25 via increased operational funding in the Long-Term Plan. This operating revenue excludes Tauranga City Council renewal and interest funding.

^Numbers are at the time of reporting and are subject to minor changes over time.



# Community Outcomes

VISITS*	Q4 FY24 YTD	Q4 FY25 YTD	Variance (%)
Aquatics	829,524	858,780	4%
Community Centres & Halls	358,184	311,988	-13%
Sports & Fitness	803,232	810,073	1%
Events	209,531	192,244	-8%
Total	2,200,471	2,173,085	-1%

## FY25 YTD OPERATING REVENUE

**\$31.28m**

TOTAL OPERATING REVENUE

(\$190,267 OR 1% AHEAD OF BUDGET, AND  
\$3.8M OR 14% AHEAD OF PRIOR YEAR)\*\*

**\$7.60m**

TCC COMMUNITY  
OPERATING GRANT\*\*

**\$0.78m**

COMMUNITY CENTRES  
& HALLS

**\$7.05m**

AQUATICS

**\$9.46m**

EVENTS & ASSOCIATED  
ACTIVITIES

**\$5.07m**

SPORTS & FITNESS

**\$1.32m**

BUSINESS SUPPORT

## NON-OPERATING REVENUE

**\$13.894m**

TCC RENEWALS FUNDING

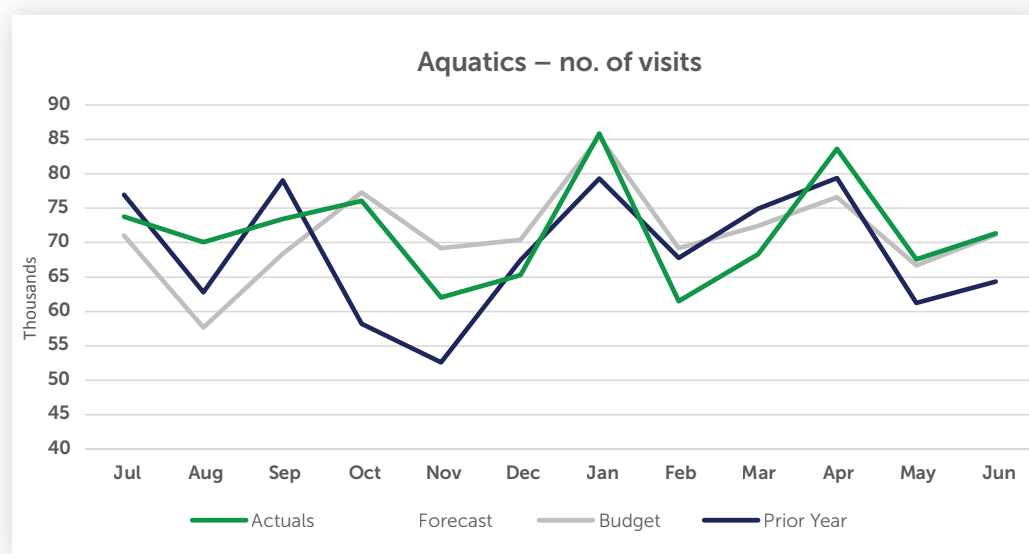
**\$1.098m**

TCC DEBT SERVICING

## Aquatic Facilities

Q4 was the busiest quarter of the year for our aquatic centres with 221,096 visits, which was on average 8,661 visits ahead of the previous three quarters. Baywave and the Mount Hot Pools combined hosted 186,932 visits, 85% of the visits through this quarter, with April being the standout month combining school and public holidays.

Aquatics ended the year 2,064 visits ahead of the original target, with Baywave having a record year with 449,618 visits (15,183 ahead of the previous facility record). Total Aquatics visits for FY25 increased by 4% compared to last year.



**3,264**

TAMARIKI ATTENDING  
WATER SAFETY LESSONS YTD

**3,099**

DISABILITY AQUATIC  
MEMBERSHIPS

**10,636**

BAYSWIM TERM  
ENROLMENTS YTD

\*Numbers are at the time of reporting and are subject to minor changes over time.

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## Solar project

The first stage of our solar panel project has been completed, with panels installed at three facilities – the Mount Hot Pools, the Adams Centre for High Performance, and Pavilion 3 at Mercury Baypark. There are plans to extend the number of solar panels at our venues across the city over the coming years, which will positively contribute to both our environmental and financial sustainability, reducing our reliance on the main grid at time when electricity prices continue to rise.

## Q4 Highlights:

- BaySwim hosted 2,764 participants in Q4, reaching 10,636 for the year. This is the first time BaySwim has reached over 10,000 in one year, 691 more than the previous record. BaySwim also delivered water safety lessons to a further 626 primary school students (3,264 for the year). This totals more than 3,300 local people learning important swimming and water safety skills this quarter and reaching over 13,900 people this year.
- The Mount Hot Pools' successful collaboration with the National Jazz Festival in April saw a marked increase in Easter weekend attendance. The Soak n' Sunrise Sessions saw 575 people visit the hot pools over the three mornings to experience live jazz poolside. Despite the torrential rain, 225 more people visited the Hot Pools between 8-10am on those days compared to the same period last year.
- Our centralised Training and Development Pathway, covering more than 140 aquatic staff across five venues, is having a significant impact. Incidents have dropped 53%, rescues are down 32%, and staff retention has increased by 32%, saving over 660 onboarding hours and more than \$21,000 in wages. Shift leaders are noticing the difference, with new team members stepping into their roles more prepared and supported. There has also been a cultural shift. Over 50 team members – more than 35% – have pursued or are pursuing higher-level training and qualifications.
- The All Blacks visited the Mount Hot Pools during their first training camp of the season and their Team Services Manager sent in some feedback: "The boys loved having access to the pools. Also a big shout out to your team on reception always so pleasant to deal with, you have a lovely culture in your team ... makes a difference."

## BAYSWIM BRINGING BOTH COMMUNITY AND COMMERCIAL BENEFITS

Inclusive programming is driving record growth at BaySwim. For the first time, the swim school has climbed above 10,000 annual participants, while still maintaining a high customer satisfaction score above 88%. BaySwim's continued success is grounded in an ongoing commitment to meet people where they are and remove the barriers that are keeping them from learning to swim. Over time, this inclusive, human-first approach has resulted in a steady increase in customers. For example, when families shared that language was a barrier, BaySwim hired a trilingual instructor. Now over 100 Korean and Chinese-speaking swimmers, from toddlers to adults, are enrolled and staying longer. Specialist lessons in quiet, low-light settings for people with sensory sensitivities are also fully booked each week. One student, Zach, is "starting to become a good swimmer" his father says. "With the individual attention and lack of distractions, it's been great." An ethnic women's swimming initiative that offers culturally safe spaces to learn to swim, which BaySwim piloted with Tauranga City Council support, is also increasingly popular, with high retention and all sessions full. "This is the first time in my life I'm able to go in the water, and I feel very happy about it," one participant said. These are just a few of the standout programmes that are making a difference, in more ways than one.

## Aquatics (including Baywave cafe)

*“The whole experience was straight forward, easy to navigate, the help I got from staff was timely and done so in a positive and professional manner. And the event itself was great, the kids enjoyed themselves so it's a win win!”*

– Baywave Birthday Party Customer, April 2025

**84.2%**

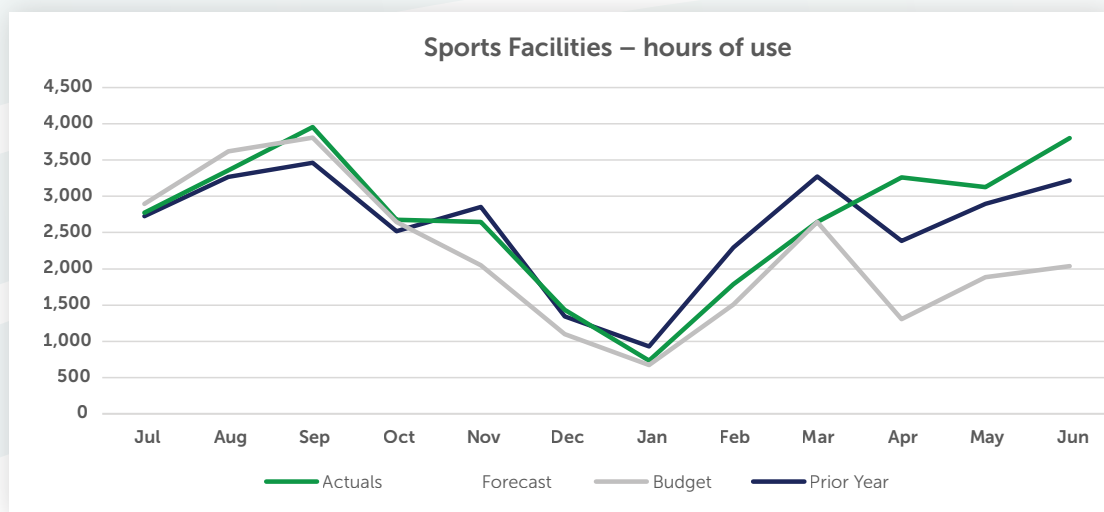
Overall Customer Satisfaction

**56,673**

Website Visitors

**505,549**

Social Media Reach



Note: Sports Facilities include Mercury Baypark Arena six court, Queen Elizabeth Youth Centre and Memorial Hall, Mount Sports Centre, Aquinas Action Centre, Merivale Action Centre, and Haumaru.

Indoor sport venue usage in Q4 followed expected seasonal patterns with increased tournament and Term 2 activity. Overall hours of use for our sports facilities in Q4 were up 18% on the previous year. The University of Waikato Haumaru Sport & Recreation Centre opened in May providing an additional four indoor courts and much needed venue space for regular community sports activities alongside tournaments in the later part of Term 2. The new facility has been fully booked at peak times from day one and QEYC has also continued to be fully booked at peak times as well. Overall, Sports & Fitness annual visits were up 1% year on year.

### Q4 Highlights:

- Haumaru has hosted its first significant sports tournament with the Basketball New Zealand U20 Nationals held over four days. Haumaru has welcomed more than 24,000 visits per month since opening to the end of June 2025. The initial reaction and feedback from the community to date has been overwhelmingly positive.
- The Mel Young Easter Classic basketball event hosted in April attracted more than 15,000 attendees across our indoor sports facilities, and was followed soon after by the 3x3 NZ Secondary Schools Nationals at Mercury Baypark.
- Venue renewals have been undertaken at the Adams Centre for High Performance. The All Blacks were hosted in the recently refurbished gym for their first training camp of the 2025 season.
- The Bay Venues social sports leagues have performed well over the winter months. Of significance is the Tuesday netball league at Mercury Baypark Arena with 72 teams enrolled. The league has not achieved this level of participation since August 2019.

### Haumaru opens with Community Fun Day

More than 3,000 people attended a Community Fun Day to celebrate the opening of The University of Waikato Haumaru Sport & Recreation Centre in May. There were free activities and games, as well as have-a-go sports sessions featuring basketball, badminton, volleyball and pickleball. There were also food trucks and plenty of fun for families, including a special Tumble Time play area with a bouncy castle and inflatable slide. Haumaru is the first community sports facility to open in Tauranga in more than a decade. Max Pringle, a keen basketball player and student at Ōtūmoetai Intermediate, gave Haumaru the tick of approval after attending the Community Fun Day and then playing on the courts the following week. "It's awesome to have more courts to play at. Our basketball team had our first game there on Monday and the courts, rims and backboard were perfect," Max said. "Mum said it was easy to find a park and that me and my mates could even catch the bus there sometimes."



## Sports & Fitness

“Everything was great. From the venue to the helpful staff.  
They just made the experience unforgettable.”

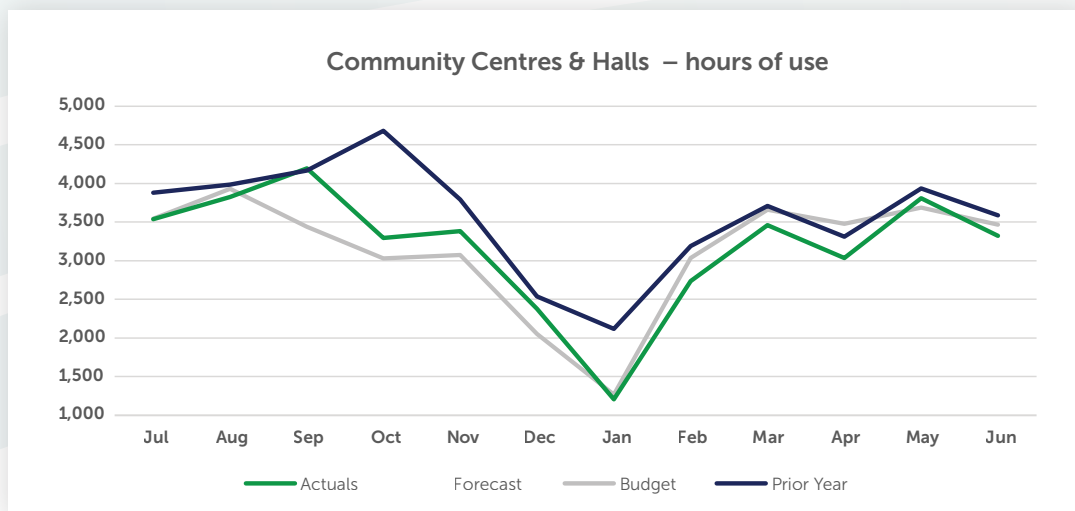
– Mercury Baypark Paintball & Laser Tag Customer, April 2025

**89.8%**  
Overall Customer  
Satisfaction

**23,631**  
Website Visitors

**601,939**  
Social Media Reach

## Community Centres and Halls



Our Community Centres & Halls delivered a strong annual performance, with both EBITDA and revenue finishing ahead of budget. Total annual visitation remained robust at 311,988, despite a 13% year-on-year decline. Hours of use closely aligned with budget across the year, falling just 5% short in the final quarter. Q4 visitation was 10% lower than the same period last year. This is a positive result given the decommissioning of one of our venues in September 2024 (Tauriko Hall), which equates to a reduction of approximately 15,000 visits over the remaining year. There have also been ongoing challenges faced by community groups across the city with reduced funding available, and some large groups have outgrown the shared space. Both of those circumstances led to a couple of anchor tenants moving on in the past year, however two new anchor tenants were secured this quarter. The wide range of activities hosted in Q4 also reflect our ongoing efforts to increase utilisation across our Community Centres & Halls, with a strong mix of recurring bookings and one-off events contributing to community connection and financial performance.

### Q4 Highlights:

- We welcomed two new exciting regular community groups to Pāpāmoa Sports & Recreation Centre: Girl Guiding NZ and Precision Dance.
- Pāpāmoa Sports & Recreation Centre also hosted a variety of special one-off events and celebrations this quarter, including a well-attended Easter retreat by NZ Meditation and a sold-out Tauranga Netball quiz night fundraiser.
- Our seven community halls hosted a diverse mix of events this quarter, including the Tauranga Record Fair at Greerton Hall, an Athletics Tauranga Open Cross Country event at Waipuna Park Pavilion, and a bingo fundraiser by Tauranga Rock n Roll Club at Bethlehem Hall.
- In Q4, Arataki Community Centre supported Te Kāinga Church's quiz night fundraiser for Tearfund, while the Pāpāmoa Community Centre hosted a cultural event for the Bay of Plenty Nepalese Association.
- The Asia's Harmony Festival was hosted at the Queen Elizabeth Youth Centre in April. The event, facilitated by our Community Development Ambassador, was a collaboration between Tauranga's Indonesian, Chinese, Filipino and South Korean communities and included cultural performances and displays, food stalls, music, dance, art and fashion.



### SPECIAL OLYMPICS AT GREERTON HALL

The recently refurbished Greerton Hall came alive with community spirit as it hosted a Special Olympics indoor bowls regional event in Q4. Around 100 young participants from around the central North Island competed in a day full of friendly rivalry and celebration. This event is a key step on the road to the Special Olympics National Summer Games in Christchurch this December. Families turned out in support, creating a warm and welcoming atmosphere. Organisers praised the hall's great location and amenities, making it a perfect venue for such a meaningful occasion.

## Community Centres & Halls

*“Great support from start to finish! Lovely venue, clean, modern & has all the resources we need. Very happy indeed - have booked more meetings there.”*

*– Pāpāmoa Sports & Recreation Centre Customer, April 2025*

**100%**  
Overall Customer Satisfaction

**19,630**  
Website Visitors

**37,408**  
Social Media Reach



## Events

54

**Sporting & Aquatic  
Tournaments YTD**

77

**Significant Events  
(over 500 pax) YTD**

33

**Cultural Activities &  
Events YTD**

Mercury Baypark hosted several large events in Q4 including D1NZ and X-Air, Tauranga Home Show, Project Hip Hop Dance Competition, New Zealand Dairy Awards, Festival of Disability Sport, and Bay of Plenty Young Grower of the Year. However, Q4 still finished slightly down on last year and total visits for FY25 decreased 8% year on year. There were 77 significant events with over 500 people in FY25, six fewer than last year. This is consistent with wider trends and uncertainty in the events industry. The FY26 pipeline is looking more positive and we expect to see growth next year.

### Q4 Highlights:

- D1NZ and X-Air, held over Anzac weekend, saw approximately 10,000 attend during the two-and-a-half-days, meeting promoter expectations despite poor weather.
- Bay of Plenty Young Grower of the Year included a competition, careers expo and gala dinner and featured an innovative audio visual (AV) show which was well received by attendees and enabled through recent technology investments. The success of this year's event will see a series of events returning to Mercury Baypark for the next four years.
- The annual Festival of Disability Sport, which is organised by Parafed Bay of Plenty and is one of New Zealand's largest disability sporting events, returned to Mercury Baypark in May and included a formal awards evening in the Stadium Lounge.
- Bay Audio Visual had a successful Q4, completing several major projects including the installation of an AV system and LED scoreboards at Haumaru, the renewal of scoreboards with LED screens and AV renewals at Mercury Baypark Arena, and a new mothergrid lighting and rigging system in the Arena's Lion Foundation Centre which will enable time and cost efficiencies and significantly improve health and safety outcomes.
- The recent organisational restructure has seen our Sales, Planning, Delivery, Operations and AV teams all come together under the Events umbrella at Mercury Baypark. The alignment and efficiencies created will ensure seamless customer experiences.



### A Filipino festival celebrating culture and basketball

An annual Filipino basketball tournament that continues to grow in popularity brought together thousands of players and spectators from across the North Island over Matariki weekend at Mercury Baypark Arena, as Tauranga played host to a passionate celebration of culture – both on and off the court. The event ran for three days, with more than 70 teams playing across 13 divisions – including children, youth, and adults. “It’s not just a sports tournament – it’s a celebration of culture, diversity, inclusivity, heritage, and community,” Jason Rigon, President of Club Filipino Tauranga, said. The event included a range of cultural presentations, a pageant, support services, and community activities including dance performances, food stalls, a play area for children, and arts and crafts displays.

## Events (including Catering and Audio Visual)

**“The customer service was out of this world. The venue was perfect for what we needed too.”**

**- Mercury Baypark Customer, June 2025**

**88.7%**

**Overall Customer Satisfaction**

**26,599**

**Website Visitors**

**499,164**

**Social Media Reach**

## Associated Activities

### Healthy School Kai

**224,899** LUNCHES **11** schools

Healthy School Kai had a good end to the year, both in terms of customer satisfaction and profitability. We have continued to deliver a high standard of food and have received strong feedback from our schools. The current primary school contract for the Government's Ka Ora, Ka Ako | Healthy School Lunches programme is winding down at the end of the year.

Our composting programme has made a meaningful impact, producing 369kg of compost from 865kg of waste. This means we successfully diverted over 860kg of waste from landfill. The resulting compost was returned to Welcome Bay, Merivale, and Greerton schools, directly benefiting those communities.

### Bay Catering

Bay Catering continued building momentum in the final quarter of the year, particularly through its two new commercial catering contracts. The University of Waikato Tauranga campus contract continues to perform well, with both event catering and 101 Café Experiment revenue increasing.

In late Q4, Bay Catering started a new event catering and cafe contract at the Historic Village. Tauranga City Council conducted a comprehensive three-stage procurement process to select an operator for a new cafe at the Village that could also provide catering for the hireable event spaces, including the refurbished Balcony Room. After a robust selection process, Bay Catering was appointed.

This is a commercial arrangement, with Bay Catering paying a lease set at market rate for the cafe and partnering to provide catering services. The cafe, Market & Main, seats over 60 patrons indoors and provides outdoor seating in the vibrant Historic Village streetscape. Early trading has exceeded expectations.

Meanwhile, it has been a challenging year from a Mercury Baypark on-site event catering perspective with soft event volumes. However, the FY26 event pipeline has improved and we are expecting an uplift on FY25. Management



## Management Update

### Finance

Q4 EBITDA of \$92,607 was \$121,600 below budget. The deficit was largely revenue related, with revenue for the quarter of \$7.83m, \$102,369 or 1% below budget.

Full year EBITDA came in 2% ahead of budget at \$405,129. Net Profit Before Tax (Unfunded) of \$260,772 was \$107,589 or 70% ahead of budget.

Full year revenue was \$31.28m, \$190,267 or 1% ahead of budget. However, after normalising software and rehabilitation expense funding, revenue for FY25 finished \$830,517 or 3% behind budget. This shortfall was primarily driven by lower user fees in Aquatics and Events, reflecting the current economic pressures impacting customer spending. However, the revenue deficit was offset by targeted cost savings, largely in employee costs due to an organisational restructure.

Looking ahead to FY26, we have prepared an operating budget that shows a small net surplus despite a reduced operating subsidy and an uncertain economic climate. We will continue our cost control measures and embed recent and progress new revenue streams.

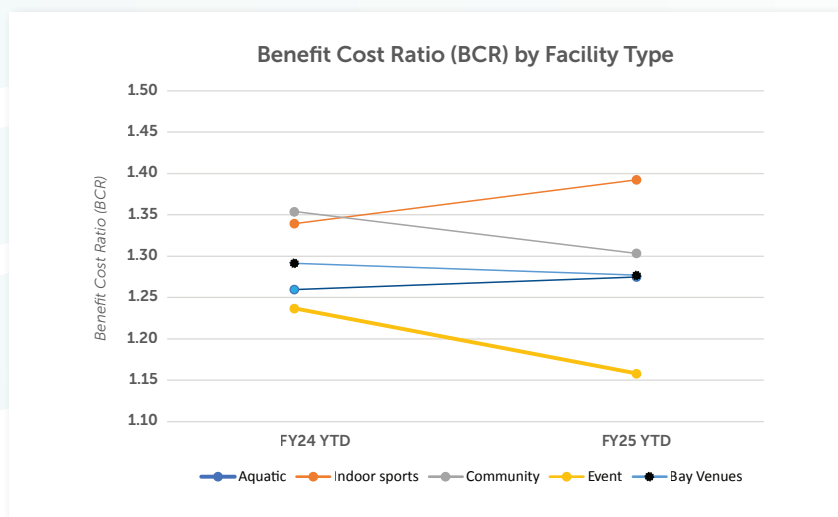


# Consolidated Statement of Performance – Q4 FY25

	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	6,955	7,361	6,351	773	753	727	5,043	5,184	4,787	1,877	2,109	2,202	7,366	7,450	6,919	236	156	56	22,251	23,014	21,043
TCC Operating Subsidy	2,440	2,440	2,640	1,516	1,516	556	1,073	1,073	1,971	2,538	2,538	0	0	0	0	35	35	0	7,602	7,602	5,167
Other Income	96	78	138	2	0	1	31	108	216	182	173	171	37	23	38	1,082	93	711	1,430	476	1,275
COVID-19 Subsidies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	9,491	9,879	9,130	2,291	2,269	1,283	6,147	6,366	6,974	4,598	4,820	2,373	7,403	7,474	6,957	1,353	285	767	31,283	31,093	27,485
Expenditure																					
Cost of Goods Sold	0	0	0	8	2	10	7	15	18	0	0	0	2,546	2,722	2,535	0	0	0	2,561	2,739	2,562
Employee Expense	4,555	4,964	4,533	518	550	527	2,433	2,728	2,616	783	845	678	3,384	3,187	3,210	6,249	6,582	5,852	17,922	18,856	17,416
Administrative Expense	122	143	149	20	27	28	102	110	105	38	55	35	117	92	122	1,281	1,343	1,220	1,681	1,769	1,659
Advertising and Marketing	89	87	73	9	4	4	72	77	70	67	86	68	19	15	10	122	106	78	378	375	303
Consultancy	47	6	19	2	0	0	11	1	0	0	0	22	10	0	7	1,216	775	1,203	1,286	781	1,250
Operating Expense	1,508	1,346	1,334	252	269	258	629	667	618	506	480	629	348	236	296	2,124	2,088	1,967	5,367	5,087	5,103
Repairs & Maintenance	362	393	462	55	39	53	134	112	103	0	0	0	116	85	101	1,017	461	888	1,684	1,089	1,608
Total Expenditure	6,684	6,939	6,570	864	891	880	3,389	3,710	3,530	1,393	1,465	1,432	6,540	6,336	6,280	12,008	11,354	11,208	30,878	30,695	29,901
EBITDA Profit/(Loss) pre-allocations	2,808	2,940	2,559	1,427	1,378	403	2,758	2,656	3,444	3,205	3,354	941	863	1,138	677	(10,655)	(11,070)	(10,441)	405	398	(2,416)
Business Support Allocations	3,257	3,384	3,192	1,211	1,259	1,187	2,263	2,351	2,218	2,850	2,961	2,793	1,073	1,115	1,052	(10,655)	(11,070)	(10,441)	0	0	0
% total allocations	31%			11%			21%			27%			10%								
EBITDA Profit/(Loss) post-allocations	(449)	(444)	(632)	216	120	(784)	495	305	1,226	355	393	(1,852)	(210)	23	(374)	0	0	0	405	398	(2,416)
Non-Funded Depreciation	4	5	5	0	0	0	58	76	63	0	1	1	41	37	37	23	84	38	126	203	143
Non-Funded Debt Servicing costs	2	5	3	0	0	0	8	15	9	0	0	0	8	17	11	2	4	3	19	41	26
Net Profit Before Tax (unfunded)	(455)	(454)	(640)	216	120	(784)	429	214	1,154	355	393	(1,852)	(258)	(31)	(422)	(25)	(88)	(41)	261	153	(2,585)
Other Transactions																					
Renewal Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,894	15,442	5,894	13,894	15,442	5,894
Interest Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,098	1,098	1,317	1,098	1,098	1,317
Less:																					
Interest Expense	0	0	0	0	0	0	0	0	0	0	0	0	(1)	0	0	1,015	1,053	1,266	1,015	1,053	1,266
Depreciation	2,710	2,596	2,276	417	566	357	1,355	1,684	1,427	888	739	739	617	510	448	3,116	3,629	2,589	9,101	9,725	7,836
Profit/Loss on Disposal	1,235	0	0	887	0	0	90	0	0	0	0	0	(67)	0	0	519	0	0	2,664	0	0
Net Surplus/(deficit)	(4,400)	(3,050)	(2,916)	(1,088)	(446)	(1,141)	(1,016)	(1,470)	(273)	(533)	(346)	(2,591)	(807)	(542)	(870)	10,317	11,770	3,315	2,473	5,916	(4,477)

## Cost Benefit Analysis

The overall Benefit Cost Ratio (BCR) remained steady at 1.28, with all business segments maintaining a BCR above 1, indicating positive net benefit, though some individual aquatic facilities fell below this threshold. Outliers included Events, with a 6% decline on prior period (YTD), consistent with the decline in event volumes which is an industry wide trend. Indoor Sports increased by 4% on prior period, driven by additional Baypark Arena revenue, coupled with FY25 cost cutting initiatives.



## Health, Safety, Wellbeing & Security

Lead Indicators	FY24	FY25	Q4 FY24	Q4 FY25
Near misses reported	79	113	12	30
Health and safety conversations completed	45	80	12	51
Lag Indicators				
Total incidents recorded	701	584	191	131
Actual catastrophic consequence incidents under Bay Venues control	0	0	0	0
Actual major consequence incidents under Bay Venues control	4	5	3	3

This year we've seen encouraging signs of an improving health and safety culture, with workers increasingly identifying and addressing risks before they escalate. Near miss reporting increased from 11% to 19% of all event reports. Our Total Recordable Injury Frequency Rate (TRIFR) decreased from 57.85 to 39.46, and health and safety conversations increased from 45 to 80. These improvements show stronger engagement and a shift towards proactive risk management.

Security has also progressed significantly following a targeted period of infrastructure investment. Access control systems across 15 facilities are now fully integrated and centrally managed, improving oversight and helping to keep people safer, especially in locations affected by antisocial behaviour. CCTV coverage has been enhanced across key sites, strengthening visibility and deterrence. Further investment is planned in FY26 to bring remaining sites up to standard. Next year's focus includes supplier management, documentation improvements, and implementing audit recommendations.

## HR

In Q4, we completed our organisational restructure, resulting in several roles being removed to align with the reduced Tauranga City Council Operating Grant.

We also confirmed our remuneration strategy for the coming year, concluded our end-of-year performance review cycle, and began preparations for goal setting for the next financial year.

One ongoing investment was our commitment to leadership development. Our Leadership Development Series continued, with a new cohort of 16 leaders attending their first workshop in June.

## Technology

Our focus on AI and enhanced digital customer experience initiatives continued in Q4. We completed a Microsoft Copilot trial, deploying licenses across management roles, along with other subject matter experts. Additional online functionality for our BaySwim customers was released. A new support model for managing our in-house / fixed AV installations was introduced to ensure all facilities have timely access to support services from the IT team. We successfully trialled a mobile digital way finder at Mercury Baypark Arena and as a result now have three digital wayfinding signs planned for Q1/Q2 FY26 at this site. A newly developed integration between EcoPortal and BambooHR is improving data-sharing between these critical health and safety and human resources capabilities.