



ATTACHMENTS

**Ordinary Council meeting
Separate Attachments 1**

Tuesday, 5 August 2025

Table of Contents

11.6	Council-Controlled Organisations - Final Statements of Intent 2025/28	
Attachment 1	Attachment 1: Bay Venues - Final Statement of Intent 2025-2028	4
Attachment 2	Attachment 2: TAGT - Final Statement of Intent 2025-2028.....	29
Attachment 3	Attachment 3: TBOP - Final Statement of Intent 2025-2028	49
Attachment 4	Attachment 4: TMOTPL - Final Statement of Intent 2025-2028.....	71
Attachment 5	Attachment 5: TMOTP Charitable Trust - Final Statement of Intent 2025-2028	86
Attachment 6	Attachment 6: BOPLASS - Final Statement of Intent 2025-2028	87
Attachment 7	Attachment 7: TBOP - Letter re Final Statement of Intent 2025-2028	102



STATEMENT OF INTENT FY26





CONTENTS

1	Board Statement	4
2	Who We Are & What We Do	5
3	Strategic Alignment	6
4	Bay Venues Vision, Mission & Purpose	10
5	Strategic Focus Areas	11
6	Our Game Plan	12
7	Our Key Projects & Initiatives	13
8	Financial Performance	15
9	Reporting	17
10	Other Matters	18
11	Appendix: Bay Venues Facilities & Activities	19



Tauranga City

These facilities are operated by Bay Venues, a Tauranga City Council organisation.



BOARD STATEMENT

Bay Venues is proud to be the kaitiaki of Tauranga City Council's network of community facilities; providing exceptional experiences that enhance the health and wellbeing of residents and visitors to our popular and growing city.

Our team of dedicated experts in our four key focus areas (sports & fitness, aquatics, events & entertainment and community hubs) pride themselves on creating inclusive, innovative and enjoyable spaces that enable everyone to participate, learn and grow. We are always listening and ready to meet the evolving needs of our community.

As Tauranga City Council's largest Council Controlled Organisation, we are well positioned to leverage our venues and activities to generate profits from some activities to help offset the cost of operating accessible, sustainable and fit-for-purpose venues.

Over the last year we have generated new revenue from leases, commercial partnerships, new catering opportunities and a new digital billboard on State Highway 29A at Mercury Baypark. Further developments are planned in this space, particularly in catering and partnerships, and we will continue to actively seek relevant opportunities to drive additional revenue in future.

Being commercial in mind has been invaluable as economic pressures have affected events and event related revenue, as well as spend per head in aquatic facilities over the last year. While we have been able to generate additional revenue streams, these have only partially offset the impact in events and aquatics. This led to the tough decision during FY25 to find cost savings that did impact our team, with a handful of roles being disestablished.

This has been a challenging time for the organisation, but we are working hard to minimise the impact on the community and over this period our overall customer satisfaction results have remained above 85%.

We look forward to improved economic conditions in the future but remain financially prudent for the foreseeable future. We have a plan to reduce costs further to absorb

a 8.5% reduction* in the operating grant we receive from Council in the FY26 financial year. We will also prioritise investment in health & safety, Māori engagement, digital customer experiences and AI efficiencies. Beyond the recent opening of The University of Waikato Haumaru Sport & Recreation Centre in the central city, we have not factored new venues/projects into our FY26 operating budget. We look forward to working with Council and key partners to plan a considered, networked approach to future facilities in due course.

Collaboration and connection are at the heart of what we do every day. We look forward to working with Council to deliver value for money to the ratepayers of Tauranga. Through transparent reporting and clear storytelling we will demonstrate our joint role in providing spaces and activities that contribute to a vibrant, thriving city.

Ki te kotahi te kākaho, ka whati; ki te kāpuia, e kore e whati

When we stand alone, we are vulnerable, but together we are unbreakable



Simon Clarke
Chair, Bay Venues Limited

This is the Bay Venues Statement of Intent (SOI) for FY26. This document outlines Bay Venues' strategic approach to meeting Tauranga City Council's expectation of "delivering more for less".

This SOI meets the requirement of Section 64 (i) of the Local Government Act 2002 and incorporates the expectations of Council as outlined in the revised Enduring Statement of Expectations adopted in December 2023 along with the annual Letter of Expectation dated 20 December 2024. It outlines what we do, our strategy and objectives for the year ahead and the performance targets by which we will be measured.

*This 8.5% reduction takes into account both the reduction in our operating grant as well as the reduction in our interest grant.



WHO WE ARE AND WHAT WE DO

We are the kaitiaki of more than 20 community facilities across Tauranga – aquatic centres, indoor sport , recreation and fitness facilities, event venues, and community halls and centres – and we manage these facilities on behalf of Tauranga City Council and our community.

Connecting the community through exceptional experiences is the driving force behind Bay Venues. We have the community at heart, while being commercial in mind. We have several commercial businesses, which help keep entry to our public facilities affordable and accessible for the whole community.



FACILITIES

- 1** Mercury Baypark Arena, Stadium & Pavilions
- 1** Adams Centre for High Performance
- 3** Community Centres
- 4** Sports Centres
- 5** Aquatic Facilities
- 7** Community Halls



ASSETS

\$160,465m



VISITORS

2.20m



CUSTOMER SATISFACTION

86% Overall Satisfaction

85% Satisfaction with Facility

88% Satisfaction with Service



EMPLOYEES

146 Full Time Staff

142 Part Time Staff

122 Casual Staff

Data as at 30 June 2024.

See appendix 1 for a detailed breakdown of Bay Venues Facilities and Activities.



STRATEGIC ALIGNMENT

We will ensure our strategic focus is aligned with Tauranga City Council. To achieve our vision, mission and purpose we will work in partnership with Council and collaborate with a range of partners throughout the wider community.

TAURANGA CITY VISION

Council's *Our Direction Tauranga 2050* provides a strategic framework for the city and informs the community outcomes under a vision of:

Tauranga, together we can prioritise nature, lift each other up, fuel possibility.

TAURANGA CITY COUNCIL'S VALUES

Pono / Integrity – We do what we say we will do.

Manaakitanga / Respect – We listen to all views and show we care.

Whaia te Tika / Service – We do the right thing for the community and each other.

Whanaungatanga / Collaboration – We work together and create connections.

The Council's vision and values are closely aligned with Bay Venues' vision, mission, purpose and values noted over page.

COMMUNITY OUTCOMES

We acknowledge Council's desire for us to focus on the following strategic areas:

- **Delivering more for less**

We will provide value for money to the ratepayers of Tauranga by maximising the use of community facilities, looking after our current assets and prioritising energy saving initiatives within venues to reduce operating costs. With the community at heart, we will continue to be commercial in mind by maintaining (and introducing new and appropriate) revenue streams that offset the cost of operating community facilities. We will demonstrate how we provide value for money through our storytelling, stakeholder engagement, transparent reporting and financial analysis.

- **Delivering on Council's priority strategic community outcomes**

We will continue to deliver diversity and inclusion initiatives, grow our cultural awareness, implement sustainability initiatives and support emergency management. We will also continue to report on our social return on investment and implement any outcomes from this analysis.

- **Working collaboratively in a direction consistent with Council's objectives**

We will continue to proactively engage and partner with Council, key stakeholders and mana whenua on current and future facility projects. We will also continue to acknowledge Tauranga City Council as a provider of our operating subsidy and the benefits of those operations for the people of Tauranga.

Our four strategic focus areas, including key projects and KPIs related to each, are detailed over subsequent pages (8-13) to demonstrate our commitment to these community outcomes.

BAY VENUES BOARD

We are pleased to continue being a part of Council's Board Intern Programme, supporting diversity and fresh thinking in governance. A summary of Board meeting activity will continue to be published to our website for public reference.

FINANCIAL CARE

As requested, we will implement the required operational savings from the 2026 Financial Year to ensure the most effective economical use of public resources, while still delivering exceptional experiences to the community. We will continue to provide transparent and timely financial reporting of operational and capital expenditure to ensure we are delivering value for money to the ratepayers of Tauranga.

