

VENUES ŌTAUTAHĪ

STATEMENT OF INTENT

1 JULY 2025 – 30 JUNE 2028

**VENUES  
ŌTAUTAHĪ**



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## 01 INTRODUCTION

Venues Ōtautahi Ltd is a Council Controlled Organisation (CCO) for the purposes of the Local Government Act 2002.

This Statement of Intent (SOI) is prepared by Venues Ōtautahi Ltd (VŌ) in accordance with Section 64(1) of the Local Government Act 2002.

This SOI specifies the objectives, nature, and scope of the activities to be undertaken by VŌ, and the performance targets and other measures by which the performance of the Company may be judged in relation to its objectives.

The SOI is a public and legally required document which is reviewed and agreed annually with the Company's sole Shareholder, the Christchurch City Council (Council) and covers a three-year period. This SOI covers the period from 1 July 2025 to 30 June 2028.

## 02 ABOUT VENUES ŌTAUTAHĪ

VŌ's mission is to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region. The venues are owned by the community and are for the community. VŌ are proud and privileged to manage them, and the community is proud to own them.

VŌ, where Ōtautahi comes together, is the largest venue, event and culinary services management company in New Zealand. Each year, VŌ attracts, plans, and delivers a broad range of ticketed, business, civic, lifestyle, wedding, education, culinary and community events, including major entertainment and sporting events in the city of Christchurch in addition to strategically managing the diverse and iconic portfolio of community assets under its portfolio.

VŌ has a number of critical commercial partnerships including ticketing, content, sponsorship, advertising, venue hire partnerships and pourage all contributing to the long-term financial sustainability of the company.

Venues and events are places for locals and visitors to connect for celebration, education, trade, and entertainment.

They, and the experiences they create exist for community connection and to deliver social, cultural, environmental and economic benefits for our community and these philosophies underpin the VŌ ethos and culture.

The Company, established over 25 years ago, owns the Christchurch Town Hall and Wolfbrook Arena and manages the Air Force Museum of New Zealand, Apollo Projects Stadium, Hadlee Pavillion and Hagley Oval for International cricket.

VŌ is also responsible for the operation and asset management of One New Zealand Stadium at Te Kaha (One New Zealand Stadium), Christchurch's new 36,000 capacity stadium and delivers large-scale events through the mobile culinary and event management services arm of the business, including events such as SailGP.





The diversity of the event portfolio is extensive, and the capability of the VÕ team reflects this. Across the portfolio of venues currently under the VÕ umbrella the company delivers over 400 events and welcomes over 670,000 guests each year. From 2026 when the Stadium becomes operational, annual guest numbers will increase to over 900,000 and event numbers to over 550.

The events delivered across the portfolio of VÕ venues deliver over \$40m of estimated direct and indirect economic benefit annually to the Canterbury region including around \$2m of direct contribution to local suppliers and producers of food and beverage, \$11m of direct contribution to local service providers and contractors through our source local procurement strategy and around \$30m of estimated economic benefit through visitation to the region.

With the addition of One New Zealand Stadium to the portfolio of VÕ venues in 2026 the estimated economic benefit to the region across the full suite of venues including visitor attraction, local sourcing and the engagement of our local team will be over \$100m annually.

VÕ's way of doing business is to be aspirational, agile, and kind with a culture underpinned by community centric principles, a focus on innovation and revenue growth, a drive to be socially and environmentally sustainable for the generations ahead, a deep connection to the cultural heritage of the region, and a genuine motivation to do the best by and for Christchurch.

VÕ's focus in moving forward into the period of this Statement of Intent is to remain committed to maximising the utilisation of the current suite of venues we are responsible for, growing and diversifying the business to build financial resilience and independence for the future, maximising the opportunity of the new Stadium, while continuing to drive efficiencies across the business and enhancing the client and guest experiences.

Underpinning all aspects of the business is the commitment to valuing and supporting our people to perform at their best, to delivering positive social and environmental outcomes, to protecting the assets we are so privileged to own and operate, to embedding and embracing the principles of Te ao Māori, to growing revenue and assuring the long term viability of the business and to nurturing and building strategic partnerships critical to future success.



### 03 NATURE AND SCOPE OF ACTIVITIES

VŌ undertakes the following activities.

- Venue marketing, communications, and event attraction
- Commercial event and venue partnerships
- Sponsorship, advertising and commercial partnerships
- Event planning, management, delivery, and venue operations
- Retail, corporate, and mobile culinary services
- Asset management and facilities maintenance
- Community and strategic local partnership and engagement

Fig1. Venues Ōtautahi Event and Venue Lifecycle Diagram.

The below is a graphical representation of the mechanics of the VŌ business and what makes up the full event lifecycle.



## 04 STRATEGIC ALIGNMENT

VŌ's mission, ethos, and way of doing business is aligned with Council's vision for Ōtautahi, Christchurch to be a place of opportunity for all; open to new ideas, new people, new investment, and new ways of doing things – a city where anything is possible.

VŌ's nature and scope of activities align with and are driven to contribute to Council's Strategic Priorities.

### **Be an inclusive and equitable city**

- Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection

### **Champion Ōtautahi Christchurch**

- Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.

### **Build Trust and Confidence in the Council**

- Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.

### **Reduce Emissions as a Council and as a city**

- Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.

### **Manage ratepayer's money wisely**

- Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.

### **Actively balance the needs of today's residents**

- Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.



VŌ's nature and scope of activities align with and are driven to contribute to Council's Community Outcomes.

**A collaborative and confident city**

- Community is at the heart of everything we do.
- Community access to and connection with the venues is a strategic priority.
- Strategic partnerships and collaboration are core to the VŌ way of doing business.

**A green, liveable city**

- Environmental, business, and social sustainability are a strategic priority.
- Local sourcing procurement model across all services and supply.
- Focus on growth and diversity building business resilience.

**A cultural powerhouse city**

- Events celebrate our identity through arts, culture, heritage, sport, and recreation.
- Social and cultural impact of diversity of event portfolio held at VŌ venues.
- Community venues are critical in making Christchurch an events powerhouse.

**A thriving and prosperous city**

- Direct contribution to regional economy through local sourcing model.
- Economic impact of major entertainment and sporting events held at VŌ venues.
- Events at the city's venues support a vibrant and thriving city centre.

VŌ is committed to a close and collaborative partnership with our shareholder, the Council, to navigate our way through the inevitable challenges in the future, to celebrating successes for Ōtautahi, Christchurch and to ensuring the people of Christchurch have access to, connection with an importantly pride in their venues.





## 05 THE VENUES



### 1. Venue Ownership

**Christchurch Town Hall** is the city's premiere performance venue with a range of multi-purpose spaces, including the much-celebrated Douglas Lilburn Auditorium and James Hay Theatre as well as event spaces such as the Limes Room, Avon Room, and Victoria Room, all varying in capacity from 100 to 2,800. The Town Hall hosts around 280 events per year ranging from concerts, civic events, community events, trade shows, corporate and business events, gala dinners, school, and university events, performing arts and weddings.



**Wolfbrook Arena** is the largest indoor multipurpose arena in the South Island with a capacity of 9,000, hosting around 40 events per year. Wolfbrook Arena delivers a diverse range of events including major international concerts, major indoor sports, expos, large corporate events/dinners, school, and university events.

## 2. Management (Venue and Asset Management)

**Apollo Projects Stadium** is Christchurch's largest sporting Stadium and is home to one of the World's most successful rugby teams, the Crusaders. The Stadium has a permanent seating capacity of 17,100 and holds large concerts up to 27,000. Around 15 major events are hosted at Apollo Projects Stadium per year across rugby union, rugby league, football, motorsport events and large concerts.



**One New Zealand Stadium at Te Kaha.** One New Zealand Stadium at Te Kaha is Christchurch's newest venue due for completion in 2026. This will be New Zealand's most premiere venue with a seating capacity of 30,000 and the ability to hold large concerts up to 36,000. With a permanent roof One New Zealand Stadium is a multi-use facility expected to host around 200 events per year across a diverse range of event types including rugby union, rugby league, football, motorsport, boxing, corporate events, expos and tradeshows, education and conferencing events, and large, medium, and intimate style concerts.



**Hagley Oval/Hadlee Pavilion.** Hagley Oval is Christchurch's iconic cricket ground and is home to the much-celebrated Hadlee Pavilion. The ground hosts around 30 events annually, has a capacity of 9,000 and hosts events ranging from international and domestic cricket, corporate events, and weddings.



### 3. Management (Events Only)

**Air Force Museum of New Zealand.** The Air Force Museum of New Zealand offers a wonderful and unique experience with a large open space and options to be surrounded by planes steeped in the history of war. The Air Force Museum hosts around 30 events annually of capacities up to 1,000 and hosts events ranging from expos, trade shows, art exhibitions, corporate and business events, gala dinners, and school events.





#### 4. Venues Ōtautahi Mobile Events

The mobile culinary and event management services arm of the business delivering culinary, event and venue management services to venues aligned with the principles and ethos of VŌ as well as large scale mobile events such as SailGP.





## 06 PURPOSE AND DIRECTION

VŌ, where Ōtautahi comes together.

VŌ's mission is to strategically manage and leverage the venues to deliver positive social, cultural, environmental, and economic benefit to the region and to be aspirational, agile, and kind in how we achieve our mission.

Social benefits through inclusion and unity, cultural benefits through celebration of identity, pride in us and our city, economic benefits through employment, trade, visitor spending, city promotion and the impacts of local sourcing and employment and environmental benefits through guardianship, protection, and ethical sourcing.

Doing good for our community is at our very core and the ultimate measurement of success.

We aim to spend cautiously, invest wisely, and minimise operating grant funding while at the same time not allowing the latter to materially constrain economic, environmental, social, and cultural impact.

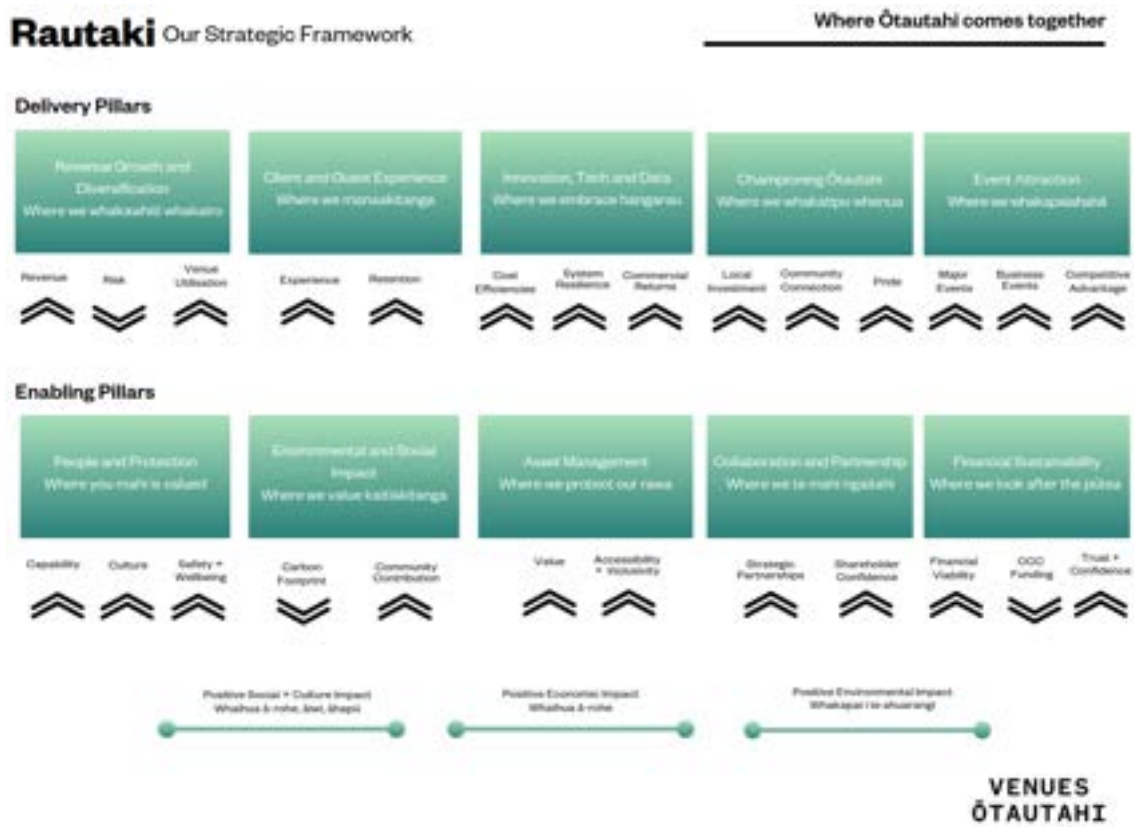
At a minimum the quantifiable economic and social benefit derived from the venues are expected to exceed the whole of life cost of developing, maintaining, and operating the venues.

Our people believe it is a special privilege to serve the venues and the community.



# 07 VENUES ŌTAUTAHĪ STRATEGIC FRAMEWORK

The VŌ strategic framework focuses on delivering commercial outcomes to ensure the company’s long-term financial sustainability while creating meaningful social, cultural, environmental, and economic benefits for the Canterbury region. The framework is built on ten interconnected delivery and enabling pillars.



## Delivery Pillars

- 1. Revenue growth and diversification, where we whakawhiti whakaaro**
  - Increase revenue through venue portfolio growth, and commercial partnerships.
  - Reduce business risks by broadening income sources.
  - Increase venue utilisation through a strategic approach to event attraction, creation and promotion.
- 2. Client and guest experience, where we manaakitanga**
  - Enhance the guest experience through the development of holistic, venue-specific strategies.
  - Increase client retention by assuring a seamless and technology led event planning experience.
  - Increased revenue will result from technology led innovation across our venues and experiences.
- 3. Innovation, Technology and Data, where we embrace hangarau**
  - Develop and execute a data strategy leveraging insights to underpin all commercial decisions.
  - Build a robust stock control system and systemised approach to event delivery to deliver cost efficiencies.
  - Execute the ICT strategy to assure a resilient and fit for purpose ICT foundation and platform for the future.
  - Invest in innovation to enhance the guest experience and generate commercial returns.

#### **4. Championing Ōtautahi, where we whakatipu whenua**

- Execute a source local procurement strategy to deliver economic benefit to the region.
- Develop initiatives to assure community engagement and connection to their venues.
- Celebrate local across the guest experience and communications strategy to ensure community pride.

#### **5. Event Attraction, where we whakapaiahahā**

- Attract more major events through strategic investment in event delivery infrastructure to minimise costs.
- Engage key promoters and sporting bodies through a strategic and commercial approach to partnership.
- Generate competitive advantage by assuring technology infrastructure at all venues is fit for purpose for high yield business events.

### **Enabling Pillars**

#### **1. People and Protection, where your mahi is valued and we whakaruruhau i ō tātou iwi**

- Execute a development framework to assure VŌ has the capability to deliver on its aspirations.
- Build a strong and connected culture underpinned by a genuine care for each other.
- Protect the safety and wellbeing of all by focusing on critical risk and a culture of safety leadership.
- Take a holistic approach to wellbeing with a focus physical, mental, social and spiritual outcomes.

#### **2. Environmental and Social Impact, where we kaitiakitanga**

- Execute a carbon reduction strategy to achieve carbon neutrality for all VŌ venues by 2030.
- Deliver positive community outcomes by executing a social impact framework.

#### **3. Asset Management, where we protect our rawa**

- Execute long-term asset management plans to maintain the safety and compliance of all venues.
- Take a strategic approach to asset renewal to maintain the value of the assets on the balance sheet.
- Assure the same experience for all members of the community through accessible and inclusive venues.

#### **4. Collaboration and Partnership**

- Strengthen strategic partnerships through collaboration and shared risk and reward.
- Enhance the relationship with our shareholder through close collaboration and a focus on shared outcomes.

#### **5. Financial Sustainability, where we look after the pūtea**

- Focus on business and revenue growth to seek to eliminate requirement for Council operational support.
- Develop an enterprise risk framework to assure the long-term financial viability of the business.
- Take a transparent and responsible approach to the rate payer contribution to assure trust and confidence.
- Leverage the power of the VŌ portfolio to create economies of scale in procurement and purchasing.

## 08 STRATEGIC OPPORTUNITIES AND CHALLENGES

There are key strategic opportunities and challenges material to the future of the business and remain the focus of the VÖ Board and Management in developing and evolving strategy. These include.:

### 1. One New Zealand Stadium

- VÖ continues intense preparations for One New Zealand Stadium's opening.
- Execution of the commercial strategy and preparations for handover and operationalisation all place a demand on people and financial resources over and above business as usual activity.
- This SOI allows for pre-opening costs associated with the following.
  - Development and, execution of the commercial, event attraction, technology and data strategies for the venue.
  - Increased operational, technical and sales resource required for the commissioning, commercialisation, and operationalisation of the venue.
  - Corporate overheads to assure venue systems, policies and legal frameworks are established in time for opening and are integrated within the VÖ business.
  - Continued intensive support for the project and remaining phases of design and construction.
  - Feasibility studies with respect to new event types able to be hosted in the new venue, not a consideration of the business before now.
  - Material items of procurement including for example pourage, radios, naming rights, sponsorship, point of sale systems, and operational capital items such as kitchen and catering equipment and fridges.
  - Infrastructure required to support those items in the venue which will deliver a greater commercial return, an enhanced guest experience and ultimately a highlight competitive venue in a market similarly, so.
- This SOI also accounts for the following with respect to the financial and funding model for One New Zealand Stadium.
  - The integration of the venue into the VÖ financial model from FY25/26 (opening 20 April 2026).
  - The reimbursement to VÖ from Council of the majority of Stadium pre-opening costs incurred by VÖ between FY22/23 and FY25/26 with no revenue to offset
    - *Of note, pre-opening costs equate to \$4.3m, with reimbursement of \$3.924m occurring in FY25/26 (\$2.37m) and FY26/27 (\$1.56m) as per the 2024-2034 Long Term Plan.*
  - The significance of the commercial opportunity of One New Zealand Stadium which greatly enhances VÖ financial independence from an operational funding perspective.
  - The financial model reflects the assumption VÖ will operate the venue and will manage the repairs, maintenance and capital programme for the asset.
  - The financial model assumes Council retains ownership of the asset and retains responsibility for asset ownership costs such as rates and insurance.
  - This SOI also reflects a realistic and achievable forecast for the Stadium.

### 2. Long Term Financial Viability

- This SOI reflects initiatives to ensure the long-term financial viability of the business and goal, achieved in the period of this SOI, to reduce and ultimately eliminate the operational financial support required from the shareholder to offset asset management and maintenance costs.



### 3. Economic Conditions

- Conditions in New Zealand continue to present challenges for the events and venues industry. The ongoing cost-of-living crisis, inflationary pressures, rising operating costs and costs of goods and services, balancing the need to be a living wage employer and pressure on the discretionary dollar with respect to ticket sales and retail food and beverage particularly all having an impact.
- The Global economic forecast is also volatile with respect to impacts on the New Zealand market internally and on international events considering coming to New Zealand.
- This SOI reflects the Company's preparedness for the continued volatile global and national economic and industry environment.

### 4. Environmental Sustainability

- VŌ is deeply committed to achieving its sustainability aspirations, with environmental goals being a core element of its business strategy. However, implementing sustainable practices often comes with significant costs, presenting an ongoing challenge.
- This SOI reflects the company's intention to continue to strike a careful balance between financial constraints and environmental responsibilities to ensure long-term, meaningful impact.

### 5. Section 17a Review

- This SOI does not account for any potential outcomes impacting VŌ recommended for consideration by Council as a result of the Council's Section 17a review into its economic development activities.



## 09 CURRENT POSITION

### 1. Regional Impact

VŌ's mission is to positively contribute to the social, cultural, environmental, and economic well-being of the region and by leveraging the company's unique position as the owner or operator of the city's major venues, VŌ drives outcomes aligned with the community's long-term prosperity.

Every investment made in VŌ is, by extension, an investment in the growth and vibrancy of the city and the people in our community.

#### a) Championing Ōtautahi

VŌ is the only venue and event management company in Australasia delivering its food and beverage services in house with all other companies contracting this core part of the business to third party catering service providers. This is a unique point of difference for VŌ and in turn for Council and the city.

In 2020, VŌ made the decision to end the long-term outsourced catering partnership with Spotless Services and to bring catering in-house.

A core part of this strategy was to focus strategically on culinary innovation, reduce cost and control where products were sourced (and in turn implement a local procurement strategy for food and beverage).

This change has had a significant impact on the business. It has underpinned the company's ethos and has delivered significant regional economic, as well as cost and revenue benefits.

Championing Ōtautahi and sourcing local underpins VŌ's approach to all procurement with 80% of food across the venue portfolio and 70% of all contractors and service providers sourced from Canterbury. This is a direct contribution each year of around \$13m to local suppliers, producers, contractors and service providers.



With the addition of the Stadium in 2026, it is expected this direct contribution through sourcing locally will increase to \$30m each year.

Championing Ōtautahi will continue to underpin the way the company does business throughout the course of this Statement of Intent and beyond.

## b) Visitation

Through the attraction of major entertainment and sporting events and National and International business events to the region, venues and events deliver significant economic benefit to the community with visitors who attend events from out-of-town spending on accommodation, hospitality, retail, and other activities.

Of the hundreds of events delivered across the portfolio, VŌ attract, plan, and deliver around 15-20 major events each year which deliver a large portion of the estimated economic impact to the region.

The estimated regional economic impact of visitation to Ōtautahi, Christchurch to attend events held across the current portfolio of VŌ venues is around \$30m\*.

With the opening of One New Zealand Stadium, this number will materially increase, and it estimated from visitation alone the economic impact of visitors attending events at VŌ venues annually will be around \$50m.

On this basis, the company is forecasting, from 2026 an estimated \$80m - \$100m of regional direct and indirect economic benefit each year from visitation to all events across the portfolio of venues, through the local procurement of food and beverage, from the engagement of local suppliers and contractors and from the employment of local staff.

VŌ for this reason is focused on continuing to attract major and business events to its portfolio of venues, as these events deliver the most direct and indirect economic impact to the region. With the quality of city infrastructure soon to be available this is a powerful and competitive position for the region and one VŌ will leverage for the benefit of the city as a whole.

*\* The methodology utilised by VŌ in estimating economic benefit through visitation is industry methodology provided by Tourism New Zealand and is aligned with the methodology utilised by Council's economic development agency, ChristchurchNZ. This remains estimated as it is not externally validated.*



2. Social and Environmental Impact

Caring for the environment using thoughtful and sustainable methods, always acting with future generations in mind, taking a role in contributing to the health, vitality, and sustainability of the social fabric of the region are long term strategic priorities of VÖ.

Environmental sustainability is essential for the long-term viability of major events. In an industry of mass gatherings generating large volumes of waste and in venues with peaks and troughs in activity, taking a strategic approach to sustainability is both a challenge and an opportunity.

VÖ commits to building a culture whereby responsibility for positive sustainability outcomes is embraced by every member of our team, whatever their role or position. The establishment of the Board sustainability subcommittee, Executive Leadership Team sustainability steering group and internal sustainability committee demonstrating the genuine governance, management and team commitment to delivering positive environmental sustainability outcomes.

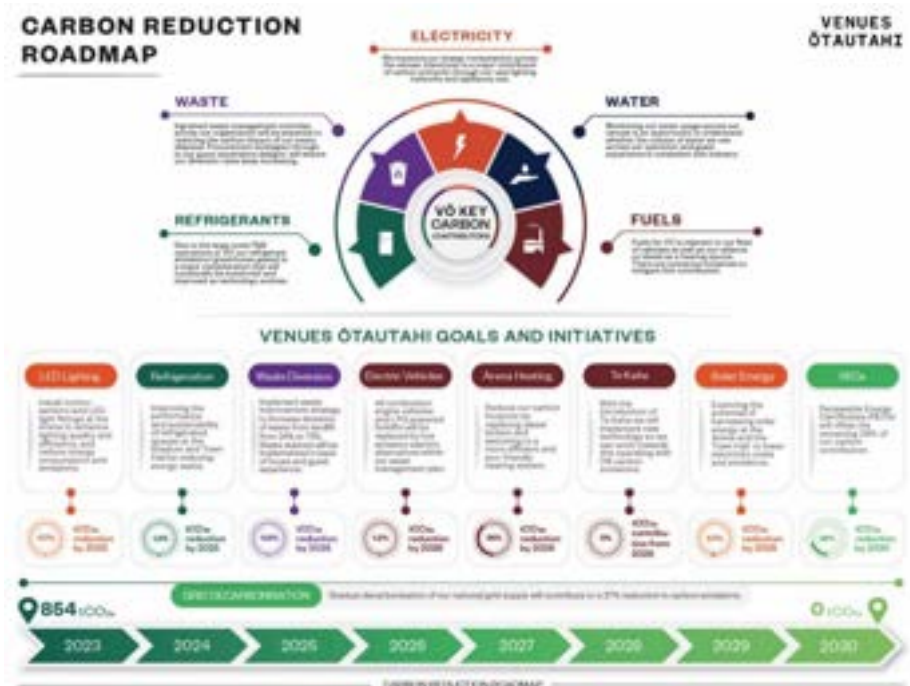
Making a positive social impact and contributing to the local community is a core part of our culture. Through our people-first approach, sustainability initiatives, and unwavering commitment to community engagement, we continue to create meaningful change for Christchurch.

a) Environmental Impact

VÖ has a target of carbon neutrality by 2030. In 2023 the baseline carbon emission footprint for the business was established and a carbon reduction roadmap developed. In FY23/24 the execution of the roadmap, to achieve the company’s 2030 target, commenced. The roadmap focuses on five key carbon contributors: stationery and transport fuels, electricity, water, waste and refrigerants.

VÖ has implemented several key initiatives across these key carbon contributors including establishing a reporting and monitoring platform to track the company’s carbon reduction progress.

VÖ to the end of 2024 had achieved a 6% reduction in electricity usage and carbon emissions, an 8% reduction in stationary fuel usage and carbon emissions, a 27% reduction in transport fuel usage and carbon emissions and a 10% reduction in usage and 14% reduction in emissions for waste.





Looking forward across the period of this SOI the focus for VŌ in continuing to reduce carbon emissions and maintain the momentum required to achieve the company's 2030 target, is to:

- Integrate the Stadium into the environmental sustainability framework.
- Continue to progress to electrify the VŌ vehicle fleet.
- Consider how renewable energy certificates can contribute to the company's targets.
- Establish the ability to quantify refrigerants and water consumption and a framework to reduce.
- Build environmental sustainability requirements into venue hire agreements.
- Continue to build team engagement and participation.
- Align the environmental impact framework with the UN Sustainable Development Goals.

In addition, with around 50% of all VŌ carbon emissions being attributed to Wolfbrook Arena and 39% of the total carbon footprint being the diesel boilers at the venue, the project to replace these has also commenced and is expected to be complete in the 2028 financial year.

Once complete, this will have a material impact on VŌ achieving its carbon neutral target by 2030.

To assure and validate our programme of activity across all venues, VŌ will also seek Toitū Envirocare accreditation in the 2027 financial year.

#### **b) Social Impact**

In taking a holistic approach to sustainability, VŌ also strives to deliver positive social sustainability outcomes. The company's approach to sourcing local, employing local, contributing local and partnering local all underpin a positive contribution to the social fabric of the region.

VŌ is committed to a diverse and inclusive culture, and one connected to our cultural heritage where our people are enabled to innovate and find new and better ways of delivering value to clients, guests, and the community at large.

VŌ is proudly a living wage employer, employing over 450 casual staff, increasing to 1,000 in time for the opening of the new Stadium in 2026.





VÕ is both Hāpai and Sunflower accredited, affirming our commitment to inclusive practices and supporting hidden disabilities in our venues and utilises fundraising groups to support the delivery of events while supporting their fundraising efforts.

VÕ have a strong partnership with Ngāi Tūāhuriri with this cultural connection reflected in our culinary services offering, our front of house service and guest experience strategy and with the intention as we continue to deepen this partnership into future years, extending to training, development, and employment opportunities. All aspects of this partnership contributing to the economic growth of and support to our local Māori community.

Social responsibility and supporting those members of our community who need it the most is also core to the philosophies by which VÕ live by, and we are committed to meeting the highest standards of social and environmental performance, accountability, and transparency.

This includes for example the company's partnership with the Christchurch City Mission, with the Ministry of Social Development to create employment opportunities for those seeking work, with ChoicesNZ work experience program supporting inclusive employment initiatives, with Maia Health and with Full Bellies, supporting children in our community much in need.

VÕ believe in a system where businesses can benefit people, communities, and the planet, we intend to make long term strategic decisions over quick wins and will continue to measure our success in part based on the positive impact delivered by all aspects of the business.

Looking forward VÕ will integrate the social and environmental framework into a consolidated framework and roadmap reflecting the United Nations Sustainable Development Goals and will inherently continue to focus on where its efforts can support those in the community who need it most.

### **3. Health, Safety and Wellbeing**

The health, safety, and wellbeing of our VÕ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business is paramount.

VŌ, in managing large civic assets, a high volume of contractors, venue and food safety for hundreds of thousands of guests, event safety for over 400 events of different scale and type each year, and hundreds of staff in a high-risk environment, assuring the health, safety and security of all is challenging and complex.

VŌ pursue collective and continuous improvement, genuine engagement across the business, have a focus on critical risk and a system underpinned by quality systems and processes to deliver outcomes focused on improving the health and wellbeing of all involved in or with the VŌ business.

By adopting best practices, VŌ ensures risk management strategies are not only effective but also integrated into everyday operations.

This focus on collective and continuous improvement across all aspects of health, safety, and wellbeing and the strategic management of critical risk is a strategic priority and will remain so into the future.

Mental health and wellbeing is also a core focus of the business and on this basis the development and implementation of a wellbeing strategy and approach that supports the mental, physical, social, and spiritual health of our people and strengthens the connection between us is a priority of VŌ, now and in the future.

#### **4. One New Zealand Stadium at Te Kaha**

VŌ as the operator of the Stadium has the responsibility for providing operator advice to the project and for both commercialising and operationalising the venue.

This includes the attraction, planning, and delivering of all events and food and beverage services, developing a commercial strategy to maximise the opportunity of this stunning new venue for the region, to developing a communications strategy to engage the community and underpin the commercial strategy and for managing the asset itself.

##### **a) Design and Construction**

From a design perspective VŌ has been intensively engaged across all aspects of the project since its inception with this early engagement from an operator perspective, invaluable.





VŌ has continued this level of intensive engagement through all stages of design, construction, and will continue to do so through the commissioning and handover phases of the venue prior to its opening.

From a design perspective, VŌ has focused on assuring key design fundamentals of operational functionality, commercial viability, guest experience, accessibility and inclusivity, sustainability, and multi-use functionality are prioritised while concurrently are focused on the importance of the whole of life versus capital trade-offs for the new venue.



## **b) Commercialisation**

In 2023, VŌ commenced the two phased process to develop and execute the commercial strategy for the new venue. Phase one independently identified and valued material commercial assets including naming rights and other sponsorship collateral.

Phase two, the development and execution of the sales strategy for all commercial assets commenced in 2023 with material transactions such as naming rights, ticketing rights, content and pourage all executed in 2024.

Two three-year partnerships for guaranteed content at the Stadium were also executed in 2023 and 2024 with both the One New Zealand Warriors and the Wellington Phoenix Football Club underpinning an already strong forecast event schedule.

The attraction of events underpins the long-term commercial strategy for the venue with major and business events delivering the most significant economic benefit to the region.

VŌ will self-fund event attraction through its commercial returns from FY25/26 but remains committed as required to continuing to work with the Council events eco-system to attract mega, major and business events to the city.

The sale of premium hospitality commenced in April 2025 with this and the confirmation of the event programme, including major events, for the venue the most material commercial transactions remaining that will be executed in year one of this SOL.



Outside of the venue itself, VŌ are developing an activation strategy for the Te Kaha entertainment precinct.

One New Zealand Stadium and Te Kaha as a whole is a critical project for the city and VŌ feel privileged to be operating what is going to be a stunning new venue on behalf of the community.

### c) Operationalisation

To assure VŌ is prepared for and will hit the ground running for the successful launch, operation and management of the Stadium a programme of projects has been established and is well in train. These projects cover the following four core aspects:

- Operational readiness to ensure plans are in place for the successful opening of the venue in 2026.
- Commercialisation to assure the commercial potential of the Stadium is maximised.
- Venue integration to ensure the venue integrates seamlessly into the existing venue portfolio.
- Communications and engagement to build community connection and underpin the commercial strategy for the venue.

The programme of projects is made up of around 80 projects and is governed by a Project Steering Group (represented by the VŌ Board of Directors and an Independent Advisor), is directed internally by the Executive Leadership Team, and managed by a Project Director.

Over the course of year one of this SOI, this will be the focus of VŌ to ensure all key aspects of the programme are executed successfully.



## 5. Te ao Māori

VŌ has a deep connection to the community through the venues and to the rich cultural heritage of the region. VŌ is committed to continuing to deepen this connection through integrating Te Ao Māori principles across our strategic framework and how we do business.

Recognising the profound value of indigenous wisdom, VŌ has woven traditional Māori values such as kaitiakitanga (guardianship), whanaungatanga (relationships), and manaakitanga (hospitality) into our operations.

This holistic approach not only honours the cultural heritage of Aotearoa but also fosters sustainable practices, fosters deeper connections with clients and communities, and enhances overall business resilience.

Given all venues under the VŌ portfolio fall within the rohe of Ngāi Tūāhuriri we give particular focus to continuing to forge a close and strategic partnership with Ngāi Tūāhuriri and to continuing our journey together as we embark on a step change for the business in the coming years.



## 6. Strategic Asset Management

VŌ holds a crucial responsibility for strategically managing and maintaining the city's significant portfolio of assets, ensuring their long-term value and functionality. For the FY24/25 period, the organisation oversees \$300 million in owned assets.

From FY25/26 and beyond, this responsibility expands to encompass approximately \$1 billion in owned and/or managed assets. A key objective of the company is to maintain the value of these city assets ensuring the venues remain safe, compliant, operationally functional, and aligned with evolving technological and competitive standards.

As one of the most critical functions of the organisation, asset management demands a sophisticated approach to integrating repairs and maintenance with the operational needs of highly utilised venues.

Balancing event activity with necessary upkeep is complex, requiring careful scheduling to allocate 20% of venue utilisation time for repairs and maintenance. This ensures the assets are preserved without significantly disrupting their availability for events and activities.

The cost of asset management and maintenance is significant, amounting to approximately \$6.5 million annually. To manage these costs effectively, VŌ achieves efficiencies through its internal team, reducing reliance on external contractors and allowing for timely and responsive asset care.



These costs to date have been offset through a mix of revenue streams: operating profits from event attraction, planning, and delivery (23%), tax subvention through the Council tax group (30%), and council operating support (46%). With a step change in the financial forecasts of the business, from FY27/28, VŌ aims to meet these costs through operating surpluses.

Ultimately, this comprehensive and strategic management framework underpins the organisation's ability to sustain the value, safety, and functionality of its assets, ensuring they continue to serve the community and remain competitive in the marketplace.

VŌ has established asset management and preventative maintenance plans, utilising the services of an independent specialist, for all venues with a particular focus on Wolfbrook Arena. The Arena is 28 years old and continues to be in a period requiring significant asset renewal and improvement to maintain the quality, safety, compliance, and operational functionality of the asset.

The Christchurch Town Hall, despite being recently repaired and restored remains a heritage listed site and has maintained its over 50-year-old design features which makes this venue a more expensive asset to maintain and to operate.

Core to assurance the asset management plan is delivering safe, compliant and operationally functional venue in the most cost-effective way are the following key aspects.

- The asset management plans for Wolfbrook Arena, Christchurch Town Hall and the Stadium are developed by an external specialist consultancy.
- VŌ qualified internal team work with the external specialist consultancy to provide a practical overlay to the Asset Management Plan to inform current state asset assessments.
- An annual internal and bi-annual independent review of the asset management plan is undertaken.



## 7. Accessibility and Inclusivity

Assuring and enabling the same experience for all members of the community in all VÖ venues is a strategic priority of VÖ and on this basis accessibility and inclusivity are strategic fundamentals in everything we do.

Not only does the company have a focus on assuring all aspects of the business are reflective of the diverse make up of our community, but the venues evolve to assure the whole community has an enhanced but inherently safe and secure experience in all VÖ venues, including One New Zealand Stadium.

VÖ will continue work with the right community groups and individuals to understand the opportunities and the challenges not only for the current suite of venues but also for the new Stadium and the Te Kaha precinct throughout the period of this Statement of Intent.





## 10 COMMUNITY

VŌ primarily supports the local community by managing and operating the Christchurch Town Hall, Wolfbrook Arena, Hagley Oval (Hadlee Pavilion), Apollo Projects Stadium, and from 2026, One New Zealand Stadium those assets owned by the people of Christchurch for their economic, social, environmental, and cultural benefit.

The Company also operates the Air Force Museum of New Zealand and considers this asset as a strategic venue in the portfolio of assets adding to the significant economic, social, environmental, and cultural benefit delivered from events across the portfolio of assets.

VŌ endeavours, and makes a strategic priority, to ensure reasonable local cultural and community event access to all venues under its ownership or management through the provision of discounted venue hire rates.

With venue compliance, maintenance, and operating costs, particularly in relation to the heritage listed Christchurch Town Hall and the Wolfbrook Arena increasingly costly given the age of the asset, but generally across all major venues, making affordability for these groups more challenging.

Any consideration of future acquisition of assets or establishment of management services agreements for additional venues and the growth of the mobile arm of the business VŌ Events, will always be underpinned by the alignment with VŌ community principles and in the best interests of Ōtautahi, Christchurch.



## 11 GOVERNANCE

The VŌ Board is responsible for the strategic direction and control of the Company. The Board guides and monitors the business and affairs of VŌ on behalf of the Shareholder to whom it is accountable within the framework of the purpose, direction and objectives set out in this Statement of Intent.

The VŌ Board meets monthly and has four subcommittees of the Board focused on strategic and business critical matters. These include a sustainability committee, health and safety committee, audit and risk committee, remuneration committee and a One New Zealand Stadium at Te Kaha Project Steering Group.

All Directors are required to comply with a formal Code of Conduct, based on the New Zealand Institute of Directors' Principles of Best Practice. The Board conducts periodic self-reviews of Board performance and effectiveness and in FY26/27, will undertake an independent review.

# 12 PERFORMANCE TARGETS

## 1. Operational Performance Targets

In addition to the above financial performance measures, VÖ will report to the Shareholder on a quarterly basis the progress against our stated objectives. VÖ will also use the following measures to assess its operational performance:

Objective and Strategy	Performance Measure		
	2025/2026	2026/2027	2027/2028
<b>Economic Impact</b>			
Attract and manage events that generate positive social, cultural, environmental and economic impact.	Maximise visitor spending by holding at least 21 major ticketed events at VÖ venues <sup>1</sup> .	Maximise visitor spending by holding at least 26 major ticketed events at VÖ venues <sup>1</sup> .	Maximise visitor spending by holding at least 27 major ticketed events at VÖ venues <sup>1</sup> .
Contribute direct economic benefit to the region <sup>2</sup> through implementation of local procurement strategy where commercially viable	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors from Canterbury.	80% of food procured from Canterbury. 70% of all third-party suppliers and contractors from Canterbury.
<b>Social and Cultural Impact</b>			
Maximise attendance at VÖ venues including One New Zealand Stadium at Te Kaha	Guests to venues exceed 600,000 <sup>3</sup>	Guests to venues exceed 850,000 <sup>3</sup>	Guests to venues exceed 900,000 <sup>3</sup>
Make venues available to support local community groups/individuals	At least 50 events receive the community rate, or the value of community discounts applied equate to at least \$115,000	At least 55 events receive the community rate, or the value of community discounts applied equate to at least \$130,000	At least 60 events receive the community rate, or the value of community discounts applied equate to at least \$150,000
<b>Client and Guest Experience</b>			
Guest NPS <sup>4</sup>	Achieve greater than 55 NPS <sup>4</sup> during the year	Achieve greater than 60 NPS <sup>4</sup> during the year	Achieve greater than 60 NPS <sup>4</sup> during the year
Client Net Promoter Score (NPS <sup>4</sup> )	Achieve greater than 55 NPS <sup>4</sup> during the year	Achieve greater than 60 NPS <sup>4</sup> during the year	Achieve greater than 60 NPS <sup>4</sup> during the year
<b>People and Protection</b>			
Ensure the health and safety of our VÖ team, key delivery partners, clients, guests in the venues and all stakeholders involved with the business.	No serious harm <sup>9</sup> incidents involving critical risks <sup>8</sup> for guests, staff, or third-party stakeholders at VÖ.	No serious harm <sup>9</sup> incidents involving critical risks <sup>8</sup> for guests, staff, or third-party stakeholders at VÖ.	No serious harm <sup>9</sup> incidents involving critical risks <sup>8</sup> for guests, staff, or third-party stakeholders at VÖ.
Develop and maintain a supportive and engaging workplace culture.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.	Achieve a permanent staff engagement score of greater than 75%.

Objective and Strategy	Performance Measure		
	2025/2026	2026/2027	2027/2028
<b>Environmental Impact</b>			
Contribute to reducing the City's carbon footprint by achieving target of net carbon neutrality by 2030.	Achieve reduction in carbon emissions <sup>5</sup> from prior year.	Achieve reduction in carbon emissions <sup>6</sup> from prior year.	Achieve 20% reduction in carbon emissions from stationery fuels and reduction in carbon emissions <sup>7</sup> from prior year.
Assure One New Zealand Stadium contributes to the City's carbon footprint target of net carbon neutrality by 2030.	Establish a per guest carbon measure to account for fluctuating event activity and the addition of a new venue.	Establish baseline carbon footprint for One New Zealand Stadium	Track and monitor carbon emissions for One New Zealand Stadium as part of overall VÖ environmental sustainability framework
<b>Governance</b>			
Report to Shareholder	Meet all Local Government Act (LGA) and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.	Meet all LGA and Council reporting deadlines.
<b>One New Zealand Stadium at Te Kaha</b>			
Maximise the commercial opportunity of One New Zealand Stadium at Te Kaha for Ōtautahi, Christchurch.	Premium hospitality and commercial sponsorship offerings in market.	80% of all premium hospitality and 80% of all commercial sponsorship offerings sold.	80% of all premium hospitality and all commercial sponsorship offerings sold.
<b>Asset Care</b>			
Ensure the safety, compliance and operational functionality of VÖ owned venues is maintained.	VÖ has an asset management plan in place for owned assets with this reviewed annually.	VÖ has an asset management plan in place for owned assets with this reviewed annually.	VÖ has an asset management plan in place for owned assets with this reviewed annually.

1. **Major Events** defined as:

1. *Arena: Event attendance > 5,000 and/or International Sport*
2. *Apollo Projects and the Stadium: Ticketed events > 10,000 and/or International Sport*
3. *Hagley Oval: Ticketed events > 5,000 and/or International Cricket*

2. **Regional is Canterbury.** Can include National or International suppliers if point of origin is Canterbury.

3. **Guests.** Guest numbers include attendees at events such as concerts and sports (ticketed events), dinners, conferences, expos and trade shows (non-ticketed events). Guest numbers for expos and trade shows are captured using a clicker system at the entry point to the venue.

4. **Net Promoter Score.** Any Net Promoter Score above 0 is 'good' and means that your audience is more loyal than not. A score above 20 is considered 'favourable'. Anything above 50 is excellent and means your organisation has considerably more satisfied customers than dissatisfied ones. An NPS score above 80 is World Class and means customers love you and your company generates a lot of positive word-of-mouth referrals.

5. **Carbon emissions** measured in FY25/26 are stationery and transport fuels, waste, and energy.

6. **Carbon emissions** measured in FY26/27 are stationery and transport fuels, waste, energy and water.

7. **Carbon emissions** measured in FY27/28 are stationery and transport fuels, waste, energy, water and refrigerants.

8. **Critical risks** are those identified as per the Venues Ōtautahi critical risk framework.

9. **Serious harm** is a notifiable injury or illness as defined in section 23 of the Health and Safety at Work Act 2015.

## 2. Financial Performance Targets

Financial sustainability is a strategic objective of VŌ with a focus on business and revenue growth to eliminate the need for Council operational support. Since 2019, the company has been focused on developing a business framework underpinned by commercial growth and cost control/efficiency.

Over the period of this SOI, VŌ will see a step change in its financial position with respect to the need for operational support from the shareholder. This is due to the opening of One New Zealand Stadium and the strength of the commercial proposition this new venue delivers.

One New Zealand Stadium is going to be an incredible venue for the people of Christchurch to be proud and with only one year until its opening the strength of the social, cultural and economic benefits this new strategic city asset will bring are now apparent.

### One New Zealand Stadium

Concurrently as the VŌ business has been reshaped, the company has been developing the commercial and operational model for the venue that maximises this opportunity for the shareholder and the city.

Key to the commercial success is to secure highly valuable, long term strategic commercial partners and to create a strong and sustainable event pipeline.

In the past 18 months VŌ have secured a significant value of long-term commercial partnerships spanning between 5 and 12 years including, naming rights (One New Zealand), ticketing and content (Ticketmaster and Live Nation), pourage with further sponsorship announcements and the finalisation of premium hospitality sales all imminent.

The significance of variation in financial performance targets versus the VŌ FY25-27 SOI for One New Zealand Stadium is due to the following material items: developed versus detailed design, and the timing of the SOI prior to transaction of material commercial agreements (naming rights, ticketing and content, pourage, guaranteed content) and premium hospitality offerings and financial model as such being confirmed.





The key assumptions underpinning the financial performance targets for One New Zealand Stadium are as follows:

- Practical completion for the project, 20 April 2026.
- VŌ responsible for asset management and maintenance and commercial operations.
- VŌ will not own the asset.
- Council will manage the turf and will meet all turf management costs.
- Commercial and operational forecasts are conservative but realistic with a long-term view across all taken.
- Operational and capital asset management and maintenance costs account for risk of a large, complex and new asset (completed with the support of a specialist third party).
- VŌ portfolio approach applies with a consolidated view of overheads.
- Pre-opening expenses to be reimbursed by Council as per 2024-2034 LTP (phased between FY25/26 and FY26/27).

### Venues Ōtautahi Portfolio

The key assumptions underpinning the remainder of the VŌ portfolio are as follows:

- Event forecast and cost profile consistent with no cannibalisation of content from other venues.
- Apollo Projects Stadium will cease operations on opening of One New Zealand Stadium with no costs or revenue accounted for post 20 April 2026.
- Financial performance targets account for the increase to the living wage.
- Overheads include accounting for One New Zealand Stadium from 20 April 2026.
- Permanent staffing reflects phased approach to preparing to open One New Zealand Stadium.



## Council Operational Funding

The VŌ FY25-27 SOI financial performance targets assumed operational support from Council of \$3.25m across the period (reducing to \$3m in FY26/27), subvention receipts of circa \$2m (reducing to \$1.5m in FY26/27) and the reimbursement of pre-opening expenses for One New Zealand Stadium of \$2.4m (FY25/26) and \$1.6m (FY26/27).

The VŌ FY26-28 SOI financial performance targets assume the following:

- The reimbursement of pre-opening expenses for One New Zealand Stadium of \$2.4m (FY25/26) and \$1.6m (FY26/27).
- No change to VŌ capital funding requirements versus the 2024-34 LTP.
- No requirement for Council operational funding support from FY26/27.
- VŌ self-funding bid incentive expenditure for major event attraction to all VŌ venues.
- Reduction of subvention receipt income.
- No capital funding required for One New Zealand Stadium across this SOI period.
- *Note on the Financial Performance Targets*

There remain several areas which could cause material deviation from the financial performance targets presented. The key assumptions around these have been outlined below, with those assumptions forming the foundation of the targets.

## One New Zealand Stadium

- A definitive opening date (earlier than 20 April 2026 would provide upside).
- Operator construct between VŌ and Council for One New Zealand Stadium yet to be confirmed

## Other

- Any implications for VŌ with respect to outcomes of the section 17a review (Q4 FY25 – this SOI assumes no material changes to the nature, responsibilities, costs or revenues to VŌ arising from the review).



## a) EBITDA

The below will represent the forecasted EBITDA split between event and venue operational performance (operations), asset management, repairs, and maintenance (property) and One New Zealand Stadium pre-opening costs for FY26-28.

	2025/26	2026/27	2027/28
	\$000	\$000	\$000
<b>Event and Venue Operations (total)</b>			
<b>Existing operations excluding One NZ Stadium at Te Kaha</b>			
Direct operating income	16,204	14,106	15,720
Less: Direct operating expenses	(8,180)	(7,114)	(7,800)
<b>Operating margin (existing operations)</b>	<b>8,024</b>	<b>6,992</b>	<b>7,920</b>
<b>One NZ Stadium at Te Kaha</b>			
Direct operating income	6,878	30,689	31,438
Less: Direct operating expenses	(3,422)	(16,814)	(17,246)
<b>Operating margin (One NZ Stadium at Te Kaha)</b>	<b>3,456</b>	<b>13,875</b>	<b>14,192</b>
Non-event income	3,193	3,173	3,211
Less: Net operating overheads and fixed costs*	(11,746)	(16,899)	(17,505)
<b>Total Operating EBITDA</b>	<b>2,927</b>	<b>7,142</b>	<b>7,818</b>
<b>Asset Management, Repairs and Maintenance (Property)</b>			
Direct operating income	225	225	225
VÖ Council operating support	2,500	Nil	Nil
Less: Net operating overheads and fixed costs*	(6,490)	(7,344)	(7,922)
<b>Property EBITDA</b>	<b>(3,765)</b>	<b>(7,119)</b>	<b>(7,697)</b>
<b>One NZ Stadium at Te Kaha pre-opening</b>			
One NZ Stadium at Te Kaha pre-opening reimbursement	2,368	1,556	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	(2,345)	Nil	Nil
<b>One NZ Stadium at Te Kaha pre-opening EBITDA</b>	<b>23</b>	<b>1,556</b>	<b>Nil</b>
<b>Consolidated EBITDA</b>	<b>(815)</b>	<b>1,579</b>	<b>121</b>

\* Note that operating overheads and fixed costs are managed at a business-wide level, which allows for significant efficiencies in costs compared to as standalone venues.

Pre-opening costs for One New Zealand Stadium funded by VÖ since FY22/23 with reimbursement to be received in FY26 and FY27.

b) Consolidated Financial Performance Targets

The consolidated financial performance targets for VÕ are as follows:

	2025/26	2026/27	2027/28
<b>Consolidated</b>	\$000	\$000	\$000
Direct operating income (existing venues)	16,429	14,331	15,945
One NZ Stadium at Te Kaha operating income	6,878	30,689	31,438
Non-event operating income	3,193	3,173	3,211
VÕ Council operating support	2,500	Nil	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Less: Direct operating expenses	(11,602)	(23,928)	(25,045)
Less: Net operating overheads and fixed costs	(18,236)	(24,243)	(25,428)
<b>EBITDA (Before ONZS at Te Kaha Pre-Opening Expenses)</b>	<b>(838)</b>	<b>23</b>	<b>121</b>
One NZ Stadium at Te Kaha pre-opening reimbursement	2,368	1,556	Nil
Less: One NZ Stadium at Te Kaha pre-opening expenses	(2,345)	Nil	Nil
<b>EBITDA</b>	<b>(815)</b>	<b>1,579</b>	<b>121</b>
Forecasted Subvention	2,000	1,000	Nil
<b>Operating cash surplus / (deficit) excluding net interest and depreciation</b>	<b>1,185</b>	<b>2,579</b>	<b>121</b>

c) Forecast Capital Structure

The forecast capital structure and ratio of shareholder’s funds to total assets for the next three years is:

	2025/26	2026/27	2027/28
	\$000	\$000	\$000
Issued shares and other equity instruments	244,636	244,636	244,636
Debt	3,185	0	0
Total Assets	250,317	247,625	240,032
Shareholder funds to total assets ratio	80%	76%	78%





d) Forecast Capital Expenditure

The forecast capital expenditure for VÖ owned venues is detailed below:

	2025/26	2026/27	2027/28
	\$000	\$000	\$000
Asset management plan - Wolfbrook Arena *	4,627	3,983	1,438
Asset management plan - Christchurch Town Hall *	702	36	692
Operational equipment, ICT, other and reactive capex	7,128	2,007	1,831
<b>Total Capital Expenditure forecast</b>	<b>12,457</b>	<b>6,026</b>	<b>3,961</b>
Capital Grant (as per draft 2024/34 LTP)	4,025	4,586	3,836
Carried forward capital funding	5,549	Nil	Nil
Self-funded capital expenditure	2,883	1,440	125
<i>The Capital Grant includes the inflationary adjustment as per the current Council forecast.</i>			

\* Includes carried forward projects, and adjusted for current AMP including a number of material items delayed due to venue availability.

Capital funding in the 2026, 2027 and 2028 years is for costs associated with the continued delivery of the Asset Management Plan for required safety and compliance upgrades at Wolfbrook Arena and the Christchurch Town Hall as well as ongoing replacement of operational capital equipment.



## 13 COMPENSATION FROM COUNCIL

Public assembly venues such as town halls, entertainment and sporting arenas, and stadia exist to deliver economic, environmental, and social benefits to their communities. The whole of life costs of developing, maintaining, operating, and refurbishing these types of assets is a significant investment by the local authority. The operator of these assets is fully funded for asset development and care and will normally require some form of operating subsidy to ensure market competitiveness in event attraction and community access.

### 1. Operational, Capital and Debt Servicing Support

Operational support and capital grant funding provided to VŌ is solely utilised to ensuring the venues are safe, compliant, and operationally functional with the same philosophy applying to One New Zealand Stadium when operational.

#### a) Operational Funding

Operational funding support currently contributes around 50% of the fixed largely uncontrollable costs associated with managing the city assets, Christchurch Town Hall, Wolfbrook Arena, and Apollo Projects Stadium (and from FY26 One New Zealand Stadium at Te Kaha\*).

These fixed costs include repairs and maintenance, rates, insurance, building compliance, and utilities which by and large are fixed and in the current economic climate are subject to material increases year on year. The remainder of these fixed costs are by and large offset by operational revenues and subvention receipts through the Council tax group.

This draft Statement of Intent shows operational funding from Council will cease by FY28, with only the reimbursement of Stadium pre-opening expenses and a subvention payment required in FY27. FY26 operational funding remains consistent with the FY25-27 VŌ Statement of Intent.

*\* Note, rates and insurance are excluded from the VŌ cost model with respect to One New Zealand Stadium.*



### **b) Capital Funding**

Capital funding support is utilised to support the delivery of the asset management plan for the Christchurch Town Hall and Wolfbrook Arena.

To provide ongoing clarity and assurance to Council as to the appropriate allocation of operating and capital support, VŌ provides dashboard reporting on a quarterly basis to clearly reflect the prioritisation of these funds.

Capital funding in this draft Statement of Intent remains consistent with the FY25-27 VŌ Statement of Intent and the 2024-2034 Council Long Term Plan.

### **c) Debt Funding**

The majority of the historical Lancaster Park loan (relating to the construction of the Deans Stand, which opened in 2010 in preparation for the 2011 Rugby World Cup) was repaid in FY24 with the remainder of all VŌ debt being repaid during the course of this Statement of Intent.

On this basis, debt funding support from Council reduced by \$800k in FY24, reducing VŌ annual operational support from Council from \$4.05m to \$3.25m. Debt financing will reduce to nil from 2027/28.



## **2. One New Zealand Stadium Operational and Capital Funding**

### **a) Pre-opening Expenses**

Since FY23, through operating cashflows, VŌ has been meeting and, through to FY26, will continue to meet, the pre-opening costs associated with the Stadium. The purpose of VŌ meeting these costs directly was and remains to support Council in minimising rates impact for the 2023, 2024 and 2025 years.

With the criticality of delivering the best commercial outcome for the shareholder and the city and particularly given the magnitude of this opportunity and the time it takes to negotiate material commercial arrangements the commencement of the commercial strategy started well before the venue is operational.

In year one of this Statement of Intent, commercial activities will continue as detailed operational and asset management planning will also intensify.

Between FY22/23 and FY25/26 pre-opening expenses total \$4.3m. As per the 2024-2034 LTP, the majority of these costs will be reimbursed to VŌ in FY25/26 and FY26/27 with these costs not able to be offset with revenue prior to the venue being operational.

**b) Operational and Capital Funding Support, One New Zealand Stadium**

Due to One New Zealand Stadium being completed during year one of the Statement of Intent, no operational or capital funding support is required during FY26-28, with much of the initial maintenance covered by the building contractors and no material capital costs expected during the first two years of operation.

It is not expected capital funding support for One New Zealand Stadium at Te Kaha will be required until year seven of operation due to there being no material asset items requiring renewal in earlier years.

As the asset ages, capital funding support will be required.

**3. Consolidated Operational, Capital and Debt Financing Support**

The total operating, debt and capital support funding for the period of this SOI are included in the chart below.

Operating, debt financing and capital support funding			
	2025/26	2026/27	2027/28
	\$000	\$000	\$000
VŌ Council operating support	2,300	Nil	Nil
VŌ debt financing support	200	Nil	Nil
One NZ Stadium at Te Kaha pre-opening reimbursement	2,368	1,556	Nil
One NZ Stadium at Te Kaha operating grant	Nil	Nil	Nil
Total operating and debt financing funding	4,868	1,556	Nil
Capital grant as per draft 2024/34 LTP (including inflation)			
	2025/26	2026/27	2027/28
	\$000	\$000	\$000
Capital Grant (as per Draft 2024/34 LTP, including inflation)	4,025	4,586	3,836
Total Capital Grant	4,025	4,586	3,836



# 14 ACCOUNTING POLICIES

VŌ has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards (NZ IFRS), generally accepted accounting practice and the policies adopted by the Christchurch City Council Group.

The Company’s detailed accounting policies are available in the VŌ most recent annual report for the year ended 30 June 2024, as published in the CCO section of the Council website.

The VŌ actual accounting policies during the three-year period of this SOI may change as a result of changes to NZ IFRS standards and interpretations.

# 15 ACQUISITION/DIVESTMENT AND OTHER SIGNIFICANT TRANSACTIONS POLICY

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with the long term strategic and commercial objectives of VŌ.

When the subscription, acquisition or divestment is considered by Directors to be significant to VŌ business operations, it will be subject to consultation with, and where required approval of, the Shareholder.

Major transactions as defined in the Companies Act 1993, s129(2), will be subject to Shareholder approval by special resolution.

## Distributions

During the period of this SOI VŌ will not return capital funds to its Shareholder.

# 16 ESTIMATE OF COMMERCIAL VALUE

The Shareholder investment in VŌ was assessed as at 30 June 2024 by Deloitte at \$188.1 million on a net asset value basis. The VŌ Board consider that the investment value is an appropriate estimate of the commercial value.



# 17 INFORMATION TO BE REPORTED TO THE SHAREHOLDER

## 1. No surprises

VŌ will operate on a 'no surprises' basis in respect of significant Shareholder related matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations. Any sensitive issue that may result in media enquiry will be communicated to the Shareholder as soon as possible.

The Board aims to ensure the Shareholder is informed of all major developments affecting the Company, while at the same time recognising commercial sensitivity may preclude certain information from being made public.

Within this constraint, information is communicated to the Shareholder through periodic reports, occasional briefings, regular reports, and informal updates on important issues.



## 2. Local Government Act 2002 reporting requirements

VŌ will provide information requested by the Shareholder in accordance with the requirements of the Local Government Act 2002 and as per the Council Letter of Expectation.

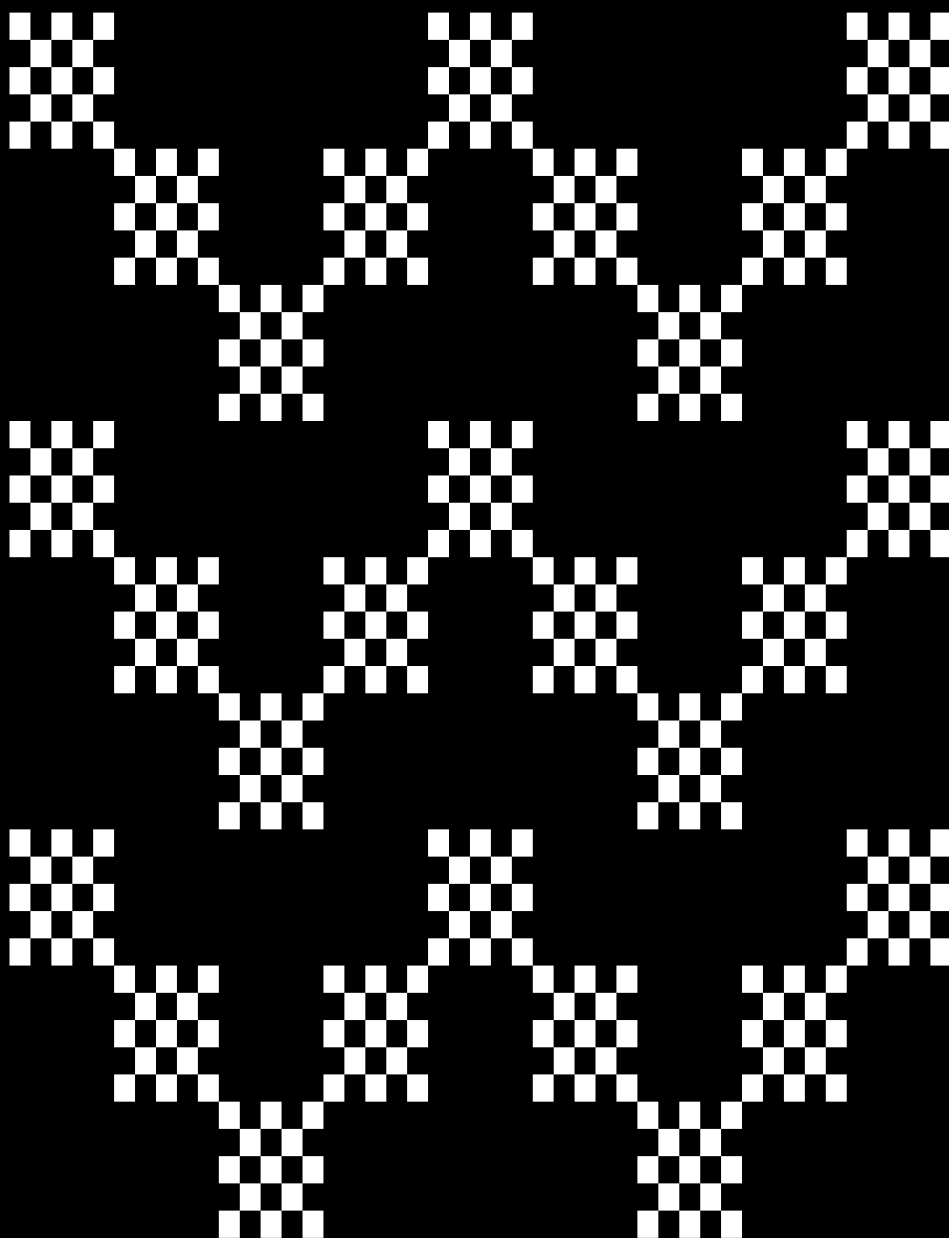
An Annual Report will be submitted to the Shareholder. The Annual Report will include audited financial statements and such other details as are necessary to permit an informed assessment of performance and financial position of the Company during the reporting period provided to the Shareholder.

Half Yearly Reports will also be provided to the Shareholder. These reports will contain unaudited information and comply with PBE IAS 34.

The SOI will be submitted to the Shareholder for consultation annually, as required by the Local Government Act 2002. The Directors will include any other information they consider appropriate and where it is necessary, due to significant changes, revised forecasts will be submitted to the Shareholder.

## 3. Other Reporting

Quarterly Reports will also be provided to the Shareholder, which will include the financial and non-financial performance of the Company and for the period of this SOI will include specific reporting on One New Zealand Stadium.



## CONTACT DETAILS

Contact details for both the Chair and Chief Executive are at the VŌ registered office:

Address:	81 Jack Hinton Drive Addington Christchurch 8024
Telephone:	+64 3 339 3599
Website:	<a href="http://www.venuesotautahi.co.nz">www.venuesotautahi.co.nz</a>

**VENUES  
ŌTAUTAHĪ**