STATEMENT OF INTENT
For the Year Ending 30 June 2021

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1. Introduction

Dunedin Venues Management Limited (DVML) is a specialist event, turf and venue management organisation. It is a Council Controlled Trading Organisation (CCTO) owned wholly by Dunedin City Holdings Limited (DCHL), which is wholly owned by Dunedin City Council (DCC).

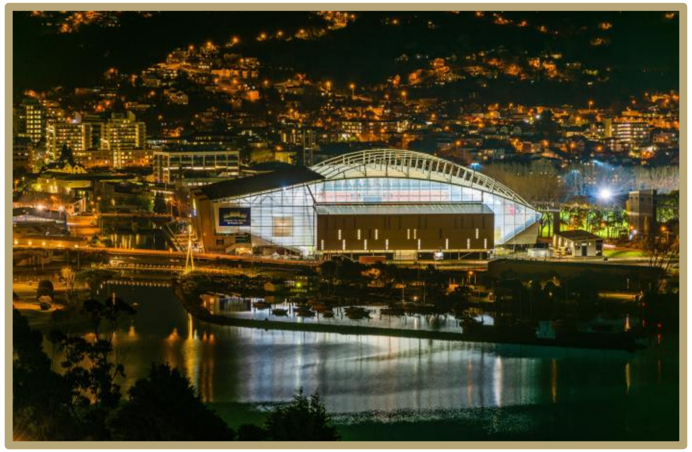
2. Purpose of Statement of Intent

This Statement of Intent (SoI) sets out DVML's planned activities and financial forecasts for the next three years. It includes Performance Measures and Targets which form the basis of DVML's organisational accountability and will be reported on in DVML's 2021 Annual Report. This SoI takes Shareholder comments into consideration.

3. Objectives

As defined in Section 59 of the Local Government Act (LGA), the principal objectives of a Council-Controlled Organisation are to:

a) "Achieve the objective of its Shareholder, both commercial and non-commercial, as specified in the Statement of Intent; and
b) Be a good employer as per clause 36 of Schedule 7 of the LGA; and
c) Exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or insist these when able to do so; and
d) If the Council-Controlled Organisation is a Council-Controlled Trading Organisation, conduct its affairs in accordance with sound business practice."



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4. Purpose for which DVML established

The principal activities of DVML are:

- Source and secure appropriate events for all venues under its management.
- Plan, host and deliver exceptional events.
- Manage the assets and facilities for which it is responsible.
- Facilitate community access to the venues for which it is responsible.

DVML will contribute to the growth and vitality of Dunedin City by driving strong and sustainable business performance, building a reputation for innovation and excellence in venue management and demonstrating our commitment to the delivery of outstanding event experiences.

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4. Purpose for which DVML established contd

The ability for DVML to achieve its principal activities will be dependent on the return of an active and robust events industry. The timeline below is an assumption on when DVML may see the return of each sector of the events industry. These estimations relate to Alert Level 1 which came into effect on Tuesday 9 June. There are no limits on crowd size at this level so all business can be resumed at all venues.

Business Events: There has been a marked increase in the number of enquiries and also many of the postponed events during COVID-19 are now rebooking so we will almost see an immediate return to a pre COVID-19 level of business events.

Community Events: Community Access Grant funding was suspended for the first half of the 2020 – 21 financial year during Levels 2, 3 and 4. With the introduction of Level 1, DCC has agreed to the full funding being reinstated and funding application periods conducted for events occurring September 2020 to December 2020 and January 2021 to June 2021.

National Sporting Events: Super Rugby Aotearoa is a revised competition that will see only New Zealand teams competing. The season will run for 10 weeks from 13 June. The Pulse Energy Highlanders will have four home games at Forsyth Barr Stadium. It is anticipated that the Mitre 10 domestic rugby competition will commence in September.

International Sporting Events: The international rugby test All Blacks v Scotland scheduled for 18 July has been postponed. New Zealand Rugby may host a trans-Tasman series if border rules permit and this could be held out of season eg November or December 2020. The ICC Women's Cricket World Cup is scheduled for New Zealand in February and March 2021 – Dunedin matches (4) are in early February 2021. This may be contingent on the revised dates that may occur for the ICC Men's T20 World Cup to be held in Australia 18 October to 15 November 2020.

Cultural Events: A number of concerts scheduled during COVID-19 have been postponed to 2021. There are NZ bands scheduled for October and December at the Dunedin Town Hall. Dunedin Craft Beer and Food Festival is confirmed for 30 and 13 October. It is unlikely there will be any international acts touring before late 2021.

5. Corporate Governance

DVML is governed by a Board of independent Directors, in accordance with accepted best practice. Directors meet regularly to direct and control DVML's proceedings.

The role of a Director of a CCTO is defined in section 58 of the Local Government Act 2002 as "… to assist the organisation to meet its objectives and any other requirements in its Statement of Intent."

In addition to the obligations of the Local Government Act, DVML is also subject to the requirements of the Companies Act 1993, and all other applicable legislative requirements.

Raewyn Lovett – Chair

Joanne Conroy

Dylan Rushbrook

Adam Lahood

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6. Performance Targets and Other Measures

SAFETY AND COMPLIANCE (DCC Strategic Framework Accountabilities – Social and Wellbeing, Parks and Recreation & Ara Toi Arts and Culture)		
Goals	Objectives	Performance Measures
Maintain business continuity within required Ministry of Health guidelines during a Pandemic.	Develop a Pandemic Response that ensures business continuity and staff work in a safe and secure environment.	Meet Ministry of Health and Government requirements as set out in New Zealand's Alert Level system which specifies measures to be implemented against COVID-19 at each level. Ensure all staff have access to required systems in the event they are not able to work in the office.
To make safety DVML's first priority and provide a safe environment.	Review the Health and Safety Plan with the Health and Safety Committee each year. Minimise risk across all venues. Work with DVML staff, Contractors and Service Providers to minimise risk across all venues ensuring adequate training is provided. Report on Health and Safety management and provide statistical data to the monthly board reports. Staff education and training is provided to support awareness and legislative requirements under the Health and Safety Work Act 2015. Undertake an internal self assessment Safe Plus audit.	Health and Safety Plan has been reviewed. Corrective actions are prioritised and actioned. Site, Contractor and Event Audits show no breaches of agreed procedures. Only inducted Contractors gain entry into venues. An Incident Frequency Rate Events (IFRE) < 0.05% of the total number of people attending events at the venues. Total Incident Rate (TIR) < 6 incidents per 200,000 hours worked. Total Recordable Incidents (TRI) < 3. Lost Time Incidents (LTI) < 2. Lost Time Incident Frequency Rate (LTIFR) < 17 per 1,000,000 hours worked. Staff training is current and meets current legislative requirements. Continuously show improvement to audit achieving a Performing Score or better across all elements of the Safe Plus criteria within three years.
To meet all of DVML's statutory obligations.	Meet and maintain all statutory, regulatory and resource consent requirements. Facilities and infrastructure are maintained as fit for purpose and in accordance with the approved current Asset Management Plan. Report on facilities indicators and provide statistical data to the monthly board reports.	No material breaches of legislation. No material breaches of KPI's as set out in the approved current Asset Management Plan section 4.4.3. Reports are provided within deadlines and data is acted upon.
To make people feel connected and involved in Dunedin City's community and city affairs.	Create awareness through a variety of distribution channels to ensure the community is informed of DVML happenings.	Positive community feedback and increased satisfaction levels through the Residents Opinion Survey.
To engage with the DCC on a regular basis where the DCC can assist DVML to enable local and regional groups to access all facilities under its management.	Facilitate community access through providing funding for community events through the Community Access Grant ($750,000 annually across all DVML venues).	Report to the DCC on the application of the Service Level Agreement for Community Event Funding to ensure it is applied efficiently and caters to a variety of events and community groups.
To be recognised as a positive contributor to the community.	Initiate opportunities to speak to the community, stakeholders and interested organisations.	Senior management conduct a minimum of five speaking engagements.

TIR – The total incident rate is the recorded incidents across all venues multiplied by 200,000 hours worked divided by the actual hours worked by people at the venues.
TRI – The total recordable incidents recorded is the total number of lost time injuries, or injuries which require medical treatment administered by a professional Doctor
LTI – A lost time injury that leads to an employee being absent from work
LTIFR – The lost time injury frequency rate is measured by the number of lost time injuries per 1,000,000 hours worked
IFRE – The Incident Frequency Rate Events is measured by the number of registered incidents divided by the number of attendees.

6. Performance Targets and Other Measures contd

MARKETING AND BUSINESS (DCC Strategic Framework Accountabilities – Economic Development)		
Goals	Objectives	Performance Measures
To increase economic benefit to the Dunedin City and region through major events.	A minimum of $5m visitor marginal direct spend per each major event (>10,000 pax) for Dunedin City.	Visitor Marginal Direct Spend target is achieved, determined through a post event patron survey assessed by an independent economist. Achieve minimum 80% satisfaction rating through surveys of all major events (>10,000 pax).
To build strong and innovative commercial partnerships to create new and innovative event experiences.	To work with DVML's Commercial Partners to provide new event experiences for the digital and real world events.	Survey Commercial Partners for satisfaction levels – minimum 80% satisfaction to be achieved.
To lead the way with venue and facilities' development projects to ensure that DVML venue offerings are flexible, scalable and fit for purpose, and create new opportunities for growth as the industry returns to full strength. Adapt to non-event based business opportunities.	Improving venue competitiveness by investing in and promoting DVML's venues to better meet the needs of the diverse range of event producers. Reviewing venue utilisation to reflect the needs of the market place.	Produce a Venue Hirer document that encompasses all venues and shows the diversity of space. Bookings to be secured through engagement with venue hirers both new and existing. New business opportunities are created through non-event business activity.
To enhance the sense of value that DVML delivers to its Members.	Members feel valued, engaged and receive exceptional service through enhanced offerings.	Members receive quality engaging communication and content through a regular newsletter. Survey Members for satisfaction level – minimum 80% Satisfaction to be achieved. Achieve a 75% retention rate of Member renewals. Achieve 45 new Members in the financial year. Introduce at least one new initiative each year.
To maintain DVML's economic sustainability through the mitigation of business risk, wherever reasonably possible, given the sector in which it operates.	Continue to generate economic benefit to Dunedin City through securing high-quality events with assistance from a Dunedin City Council annual grant being the Event Attraction Fund of $400,000.	Achieve a minimum of $5m visitor marginal direct spend per each major event (>10,000 pax) for Dunedin City. 60% of attendees of all major events (>10,000 pax) to come from outside of Dunedin City.
To contribute in event bidding, origination and promotion for major events in Dunedin City.	Continue to identify opportunities for the city.	In conjunction with DCC, submit bids of a high quality that will drive economic benefit and civic pride for the city.

6. Performance Targets and Other Measures contd

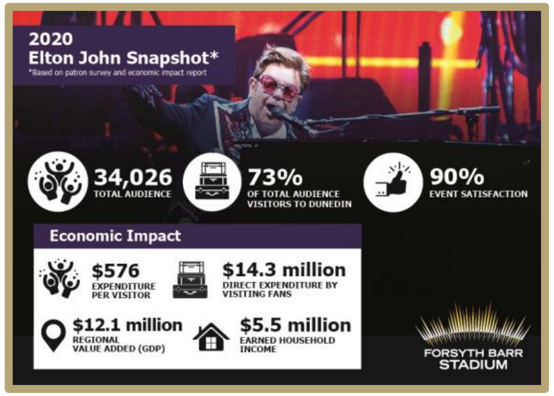
ENVIRONMENT AND SUSTAINABILITY (DCC Strategic Framework Accountabilities – Te Ao Tūroa Environment)		
Goals	Objectives	Performance Measures
To be recognised as a positive contributor to Dunedin City's community.	Act as a socially and environmentally responsible corporate citizen. Develop sustainable practices.	Identification of Hazardous Substances and New Organisms (HSNO) across DVML operated facilities, ensuring the HSNO database is current.
Contribute to Council's Strategic Framework and Climate Change and Carbon Neutrality initiatives.	Contribute to Council's Carbon Neutrality initiatives.	Establish systems for measuring and publicly reporting carbon emissions by end of FY2021, in a cost-effective manner, with a view to then identifying and setting emissions reductions targets.
	Manage DVML operations to be economically and environmentally sustainable.	Building Management System (BMS) has been reviewed annually to ensure maximum efficiency from Heating, Ventilation and Air-Conditioning (HVAC system).
		Increased communications with attendees at all venues about recycling and waste management.
	Work closely with DVML suppliers and clients, fostering partnerships that enhance DVML's venues' environmental performance. Offering assistance and advice where possible on formulating strategies to minimise environmental impact such as water, electricity, packaging and providing recycling facilities.	Sustainability Team is formed and develops a Sustainability Plan in conjunction with an external sustainability consultant.

HUMAN RESOURCES (DCC Strategic Framework Accountabilities – Social and Wellbeing)		
Goals	Objectives	Performance Measures
To retain a workforce reflective of the organisation's level of operation.	Retain key staff who are able to activate venues and operations as the industry returns.	Staff numbers are at a level and skill base whereby all business activity can be undertaken safely and successfully.
To be non-discriminatory, culturally sensitive, and provide equal opportunities. These practices are to be encouraged in DVML's service providers.	Consistently manage the EEO policies of DVML.	Conduct a confidential staff survey annually and implement improvements/recommendations.
To grow the restructured team based on DVML's ambitions for the business and commitment to delivering the best for Dunedin City.	To recognise and review staff performance.	Performance Reviews are conducted with all staff at least every six months.
	Maintain HR and Health and Safety policies, practices and the appropriate levels of investment to position DVML as an employer of choice in the venue management business by enabling, recognising and rewarding the people who make a difference.	Ensure all DVML employees are paid at least the Living Wage.
Be a socially responsible employer.	Ensure staff can participate as an active citizen in the community.	Staff participate in at least one community activity eg charity collection.

6. Performance Targets and Other Measures contd

FINANCIAL (DCC Strategic Framework Accountabilities – Economic Development)		
Goals	Objectives	Performance Measures
Attract major events to Dunedin with the assistance of a Dunedin City Council annual grant with the Event Attraction Fund (EAF) of $400,000. This work will continue but not likely to secure major events until the industry returns to a significant level which may not be until FY2021-22.	Achieve a 15:1 Return On Investment of the Event Attraction Fund.	ROI is achieved and calculated by Visitor Marginal Direct Spend against the level of EAF investment for the major event.
Achieve financial performance that represents an appropriate return.	Ensure budgeted results provide an appropriate return.	Achieve or exceed budgeted results.

SHAREHOLDER		
Goals	Objectives	Performance Measures
To engage with DCHL annually on opportunities for DVML to contribute, or assist where possible, with DCHL outcomes.	Consult with DCHL on matters to be included in DVML's SoI.	Submit annually DVML's SoI having given consideration to DCHL expectations.
To bring to the attention of DCHL any matters where there may be conflict between the DCHL outcomes.	Consult with DCHL at the earliest possible time on matters where conflict may or could result.	Matters which may or could conflict have been escalated to the Shareholder.
Keep DCHL informed of all substantive matters.	To promptly advise DCHL on a 'no surprises' basis of any substantive matter that has the potential to impact negatively on DCHL and DVML with a particular focus on matters of interest to the media.	Report to DCHL within 24 hours of the Board becoming aware of substantive matters which have the potential to negatively impact on the Shareholder and DVML with a particular focus on matters of interest to the media.



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7. FINANCIAL FORECASTS

a. The ratio of Shareholder Funds to Total Assets and the definition of those terms.

	Year ending 30/06/2021	Year ending 30/06/2022	Year ending 30/06/2023
Shareholder Funds to Total Assets	7%	12%	19%

DVML has adopted a target Shareholder Funds to Total Assets ratio (equity ratio) of 10% but expects this ratio will fluctuate depending on a variety of circumstances including accounting entries relating to IFRS16 leases, asset renewal and investment cycles. In relation to IFRS16, the equity ratio is low in these early years of a lease contract and increases each year as the lease asset reduces. During periods of higher capital expenditure, the equity ratio will likely be lower and, at other times, may exceed the current target.

"Shareholder Funds" are represented by the paid-up capital, reserves created by the revaluation of specific assets, and retained earnings.

"Total Assets" means the aggregate amount of all current and non-current assets.

b. Estimate of the amount or proportion of accumulated profits and capital reserves that is intended to be distributed to the Shareholder.

	Year ending 30/06/2021	Year ending 30/06/2022	Year ending 30/06/2023
Dividend/Subvention Distributions	Nil	Nil	Nil

c. Other Financial Forecasts.

	Year ending 30/06/2021 $'000	Year ending 30/06/2022 $'000	Year ending 30/06/2023 $'000
EBITDA	70	(177)	1,858
Net Profit after Tax	(372)	(491)	904
Cash Flow from Operations	(1,250)	143	2,049
Capital Expenditure	10	350	1,800

8. ACCOUNTING POLICIES

a) General Accounting Policies
The accounting policies recognised by the External Reporting Board (XRB) for the measurement and reporting of financial performance and financial position have been applied on a basis consistent with those used in previous years.

b) Particular Accounting Policies
The particular accounting policies, which materially affect the measurement and reporting of financial performance and financial position, are consistent across the DCHL group and are listed in full in DVML's Annual Report.

9. INFORMATION TO BE PROVIDED TO THE SHAREHOLDER IN THE FINANCIAL REPORTS

	Monthly	Quarterly	Half Yearly	Annual
Statement of Financial Performance	X	X	X	X
Statement of Financial Position	X	X	X	X
Statement of Cash Flows	X	X	X	X
Statement of Service Performance against SoI targets		X	X	X
Statement of Movement in Equity			X	X
Notes to the Financial Statements			X	X
Directors Report			X	X
Auditors Report				X
Statement of Intent (Draft)				Prior to 31 January
Statement of Intent (Final)				Prior to 30th June

10. DIVIDEND POLICY

DVML wishes to maintain an optimal capital structure and every three years will review that structure to determine whether additional capital can be released and whether changes need to be made to the Dividend Policy.

11. ACQUISITION/DIVESTMENT OF ASSETS, OR SHARES IN ANY COMPANY OR ORGANISATION

DVML will only invest in the shares of another company or invest in an entity if the investment is considered to be likely to produce added value to DVML. In order to maximise benefit to the Shareholder, shares or assets may also be sold in response to, or in anticipation of, ongoing changes in the marketplace.

If the Directors intend that DVML or its subsidiaries should acquire assets, they will obtain prior approval of DCHL where an investment into the new assets exceeds $500,000. For the purpose of this section "Asset" includes pooled assets: a group of items similar in type, cost and useful life that have been purchased together and can be identified and maintained as one group asset or part of a network.

If the Directors intend that DVML or its subsidiaries should subscribe for or otherwise acquire issued capital or an interest in any company or organisation (other than minimum holdings in listed companies in related industries) exceeding a total investment of $500,000 they will obtain prior approval of DCHL.

The approval of DCHL is required before disposal by DVML of any segment of its business or shares in a subsidiary or associate company where the value of the asset to be disposed of exceeds the investment delegated authority of $500,000.

12. COMPENSATION SOUGHT

At the request of the Shareholder, DVML may undertake activities that are not consistent with its normal commercial objectives. Specific financial arrangements will be entered into to meet the full commercial cost of undertaking such activities.

13. COMMERCIAL VALUE OF SHAREHOLDER'S INVESTMENT

The commercial value of the Shareholder's investment in DVML is considered by the Directors to be not less than the Shareholder's Funds as disclosed in the Statement of Financial Position published in the last Annual Report.

14. OTHER MATTERS AS AGREED BY THE SHAREHOLDER AND THE BOARD

a) The undertaking by DVML of any activity of a nature or scope not provided for in DVML's mission or goals would be subject to the prior approval of the Shareholder.

b) The approval of the Shareholder is also required before DVML could dispose of any segment of its business or shares in a subsidiary or associated company where the value of the asset to be disposed of exceeds the investment delegated authority set out in Section 11 above.

15. TRANSACTIONS WITH RELATED PARTIES

The DCC is the sole Shareholder of DCHL.

DCHL is the sole Shareholder in Aurora Energy Limited, City Forests Limited, Delta Utility Services Limited, Dunedin City Treasury Limited (DCTL), Dunedin Railways Limited, Dunedin Venues Management Limited and Dunedin Stadium Property Limited.

DCHL owns 50% of Dunedin International Airport Limited.

Transactions between the Companies, DCC and other DCC controlled enterprises will be on a wholly commercial basis.

Charges from DCC and its other entities and charges to DCC and its other entities will be made for goods and services provided as part of the normal trading activities of each Company.

Related Party Transactions

Dunedin City Council	DCC rates for properties leased by DVML.
	Event Attraction Fund and Community Access Grant.
	Occupancy of DCC owned property.
	Provision of services.
Dunedin City Treasury Limited	Provision for debt funding and deposit facilities to DVML generating interest payments to and from DCTL.
Dunedin Stadium Property Limited	Lease of property to DVML. Provision of facility management services.
Dunedin Railways Limited	Provision of management services.
Dunedin City Holdings Limited	Functions appropriate between Parent company and subsidiary.

16. GROUP FACILITY USE

The Company will undertake to operate "Group" purchasing of goods and services, unless it is demonstrated conclusively to the Shareholder that the total combined cost of such Group purchasing to the Group and Dunedin City Council (including the costs of ceasing any such Group purchasing), is greater than any alternative identified.

17. WORKING WITH THE SHAREHOLDER

DVML will undertake to keep the Shareholder informed of all substantive matters, as set out in the Performance Measures above. DVML will work to build a culture of accountability and constructive working practices between the Shareholder and DVML.

DVML will not accept Sponsorship or award Naming Rights to companies involved in activities deemed to be inconsistent with Dunedin City Council's ethical position.

DVML will disclose in its Annual Report the proportion of its workforce receiving the Living Wage (as calculated by the New Zealand Family Centre Social Policy Unit).

It is expected that any conflicts that may arise between the Shareholder and DVML will be resolved directly between the Shareholder and DVML, in accordance with appropriate governance practices.

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APPENDIX 1: DUNEDIN CITY COUNCIL VISION: DUNEDIN IS ONE OF THE WORLD'S GREAT SMALL CITIES

The vision of the DCC Long Term Plan is to make Dunedin an attractive place to work, live, study and visit.

This is achieved by the following Strategic Framework.

APPENDIX 2: STRATEGIC FRAMEWORK

Strategy	Priority	Explanation
Social Wellbeing Strategy (2013)	Connected people	Making people feel connected and involved in community and city affairs.
	Vibrant and cohesive communities	Building better communities both at a local/geographic level and communities of interest.
	Healthy and safe people	Promoting good health and ensuring people feel safe, and are safe.
	Standard of living	Promoting a good work/ life balance and full employment.
	Affordable and healthy homes	People are living in warm and healthy homes and affordable housing options are available to all.
Economic Development Strategy (2012)	Business vitality	Improving the ease of doing business. Growing the value of exports.
	Alliances for innovation	Improving linkages between industry and research. Increasing scale in innovative and tradable sectors.
	A hub for skills and talent	Increasing the retention of graduates. Building the skills base. Growing migrant numbers.
	Linkages beyond our borders	Increasing international investment. Establishing strategic projects with other cities.
	A compelling destination	Marketing Dunedin and exporting education uplift.
Te Ao Tūroa - Environment Strategy (early draft themes)	Connecting people with the environment	Dunedin's community enjoys and is connected with the natural environment.
	Guardianship of the environment	Dunedin's community actively works together to understand, enhance and celebrate the values of the natural environment.
	Protecting and enhancing the environment	Dunedin protects, restores and enhances its natural heritage, biodiversity, landscapes and ecosystems.
	Responding to environmental changes	Dunedin limits its impact on, and adapts to, environmental changes, including climate change.
	Sustainable resource use	Dunedin reduces reliance on non-renewable resources, minimises waste and uses water responsibly
Ara Toi – Arts & Culture Strategy	Identity Pride	Building unity and community pride by celebrating the city's character, diversity and individuality through arts and culture.
	Access and inclusion	Enabling self-expression and sharing of ideas to connect diverse people.
	Creative economy	Capitalising on the economic growth of the arts and culture sector.
	Inspired connections	Utilising existing networks and fostering new connections to facilitate creativity.
Spatial Plan (2012)	A liveable city	A healthy and safe environment; quality air and water; a connected community; recreation, leisure & learning, opportunities; healthcare, and warm housing.
	An environmentally sustainable and resilient city	Resilient ecosystems and communities; actively responding to climate change; reducing dependence on non-renewable resources; seismic-strengthened heritage buildings.
	A memorable and distinctive city	Protecting significant landscapes; quality architecture and urban design; memorable and engaging public art; celebrating Tangata Whenua and European heritage; actively re-using built heritage.
	A city that enables a prosperous and diverse economy	Maintaining and growing our rural economy, industrial base and world class communications; attracting and retaining internationally-focused people; supporting and benefiting from the tertiary education sector.
	An accessible and connected city	An urban form that supports accessibility from a range of modes and sustainable transport choices; a safe and efficient road network; affordable and convenient public transport; it is safe and pleasant to walk and cycle.
	A vibrant and exciting city	A successful arts and culture scene, vibrant central city and local centres.
Parks & Recreation Strategy (early draft themes)	Well-connected open spaces	Managing green and open spaces to provide for social interaction and physical health and wellbeing.
	Accessible recreational facilities	Making recreational open spaces and facilities accessible to all.
	Collaborate to provide and protect	Working collaboratively to improve recreation and environmental outcomes.
Integrated Transport Strategy (2013)	Safety	Prioritising safety improvements according to risk.
	Travel choices	Prioritising investment and space to improve the provision of active modes and public transport.
	Connectivity of centres	Improving connections within and between centres and the central city for public transport and active modes.
	Freight	Efficiently and effectively moving freight.
	Resilient network	Integrating land use and transport to reduce demand for vehicle travel and increasing the resilience of the transport network.
Three Waters Strategy (2010)	Meeting water needs	Meeting the safe and quality water needs of the city for the next 50 years from existing water sources.
	Adaptable supply	Being able to adapt our water supply to a variety of future climate change and population scenarios.
	Environmental protection	Improving the quality of our discharges to minimise the impact on the environment.
	Maintaining service levels	Ensuring that, as a minimum, key service levels are maintained into the future.
	Kaitiakitaka	Adopting an integrated approach to management of the three waters and embrace the concept of kaitiakitaka.