



138TH
ANNUAL
REPORT
FINANCIAL
STATEMENTS

20
21





What do we want?

A BETTER AUCKLAND BUILT BY RUGBY

What do we focus on to get there?

1

Innovate & grow the community game

2

Win and be better supported in high performance

3

Be inclusive & grow the strongest rugby whānau

4

Be here in 100 years

How do we measure ourselves?

Participation numbers

Attendance
On-field success

Engagement survey

Financial and organisational sustainability

How do we behave?

Strive to advance

Put in the hard mahi

Work as a team

Lead by example



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DIRECTORY

Staff

Chief Executive Officer	Jarrold Bear
Executive Assistant	Jenna McCarthy
Head of Commercial & Partnerships	James McKee
Head of Business Support & Planning	Paula Kent
Head of Operations & Facilities	Grant Wilson
Head of High Performance	Ben Meyer
Ticketing Services Manager	Pauline Williams
Marketing & Membership Manager	Grant McKenzie
Commercial Partnerships Manager	Elena Bluhm
Fan Engagement & Communications Executive	James Johnston
Match Operations Manager	David Gainsford
Operations Administrator	Sarah Stafford
Referee Manager	Cody Neilson
Referee Development Manager	Ant Petrie
Education Manager	Shirley Syman
Pro Sport Teacher	Danny Gautusa
Club Rugby Manager	Joe Blundell
Rugby Experience & Schools Manager	Jarrold Syman
Game Development Manager	Chris Mundell
Club Rugby Partner	Cameron McQueen
Club Rugby Partner	Ben Eder
Rugby Delivery Lead	Nooroa Tokahere
Rugby Delivery Lead	Tidah Leaupepe
Rugby Delivery Lead	James Stevenson – Wright
Rugby Delivery Lead	Joseph Tuitavake
Accountant	Bruce Whiteman
Assistant Accountant	Reema Kumar
High Performance Academy Manager	Brent Ward
Female Player Development Manager	Anna Richards
Talent Identification & Recruitment Manager	Dan Bowden
Personal Development Manager	Andrea Thomas
Senior Strength & Conditioning Coach	Scott Crawford
Female Strength & Conditioning Coach	Hayden Nelson
HR Consultant	Kaylene Froggatt

NPC Team Management

Head Coach	Alama Ieremia
Assistant Coach	Steve Bates
Assistant Coach	Craig McGrath
Assistant Coach	Dan Bowden
Scrum Coach	Tom Coventry
Manager	Heather McCrae
Head Strength & Conditioning Coach	Scott Pinfold
Assistant Strength & Conditioning Coach	Scott Crawford
Doctor	Ilze Jacobs
Physiotherapist	Mark Plummer
Performance Analyst	Josh Yarnton
Assistant Analyst	Kieshi Ogura
Mental Skills Coach	Jhan Gavala

FPC Team Management

Head Coach	Willie Walker
Assistant Coach	Anna Richards
Assistant Coach	William Hafu
Manager	Meghan Robinson
Manager	Lucille Matthews
Physiotherapist	Georgia Milne
Doctor	Danielle Jacobs
Strength & Conditioning Coach	James Young
Mental Skills Coach	Jhan Gavala

Board

Chairperson	Stu Mather
President	Eroni Clarke
Director	Brandon Jackson
Director	Greg Edmonds
Director	Amanda Cox
Director	Tony Catton
Director	Andy Roberts
Director	Chris Fairbairn
Director	Keven Mealamu
Director	Brent Metson

Council of Delegates

Chairperson	Brent Metson
Deputy Chairperson	Tony Catton
College Rifles	Craig Lawson
East Tamaki	Emosi Koloto
Eden	Paul Saggars
Grammar TEC	Jock McNeil
Manukau Rovers	Sam Sa'u
Marist	Tony Catton
Mt Wellington	Warren Makaua
Otahuhu	Savelio Fonoimoana
Pakuranga	Iain Leigh
Papatoetoe	Bill McCormick
Ponsonby	Brent Metson
Ponsonby	Michaela Barnes
Suburbs	Ray Masila
Te Papapa-Onehunga	Gary Froggatt
University	Simon Johnston
Waiheke Island	Mike Blanchard
Waitakere City	Don Urquhart
Waitemata	Eddie Bluegum
ARRA (Referees)	Paul van Etten
ASSRU (Secondary Schools)	Alex Bing
APSRU (Primary Schools)	Gareth Fletcher

Junior Rugby Committee

Chairperson	Matt Fenton
Deputy Chairperson	Marc Diffey
Carlton	Joel Stewart
College Rifles	Craig Cunningham
East Tamaki	Poutoa Papalii
Eden	Lennox Lennox
Grammar Juniors	Matt Fenton
Grammar Juniors	Stephen Sinclair
Grammar TEC	James Kidd
Manukau Rovers	Scott Morrow
Marist	Hamish Fraser
Marist Eastern	Graeme Casey
Mount Roskill	Nicole Gilling-Young
Mt Wellington	Roka Pekepo
Otahuhu	Jaymee Hu'akau
Pakuranga	Dave Grant

Pakuranga	Marc Diffey
Papatoetoe	Viki Vaoga
Ponsonby	Geoff Buchanan
Ponsonby-Kelston	Patrick Rhodes
Suburbs	Phil Webb
Te Papapa-Onehunga	Steven Hessey
University	Cory Larsen
Waiheke Island	James Bailey
Waitakere City	Jonny Parkinson
Waitemata	Grace Ikinofu
APSRU (Primary Schools)	Gareth Fletcher
ARRA (Referees)	Russell Geddes

Auckland Rugby Life Members

Patron:

Vacant

Life Members:

Ken Baguley
Rex Davy
Malcolm Dick
Rob Fisher
Sir Graham Henry
Wally Jelichich
Don McKay
Dennis Mullins
Keith Nelson
Tom O'Hanlon
Sir Bryan Williams
Sir John Hart
Peter Thompson
Glenn Wahlstrom
Gary Donovan
Grant Fox
Gary Whetton

President:

Eroni Clarke



Waka Nathan

Waka was a man of incredible mana who devoted a large part of his life to Auckland Rugby.

Waka was a former President of the Auckland Rugby Union and Patron of the Auckland Rugby Board. He was an Otahuhu College old boy and Life member of the Otahuhu Rugby Club.

He made his debut for Auckland at 18 and played 88 games in the Blue and White Hoops, scoring 51 points.

Waka is well remembered for scoring a last-minute try against Canterbury to set up his teammate, Mike Cormack to convert the try and retain the Ranfurly Shield in a game that finished 19-18 in 1960. Waka went on to debut for the New Zealand Māori in the same year

appearing for the team until 1966.

Waka debuted for the All Blacks in 1962 on a tour of Australia where he played both tests against the Wallabies. He was a member of the All Blacks tour of Britain in 1963-64, despite having a broken jaw, he scored 11 tries in 15 matches.

The world-class flanker played 14 tests for the All Blacks with 14 wins in the black jersey. The late Sir Colin Meads described Waka as "the most virile runner with the ball in hand".

After retiring from playing, he went on to become a New Zealand Māori selector between 1971-77 and managed the New Zealand Māori on their tour of Wales in 1982.

Waka was given the honour from New Zealand Rugby to run onto the field and

start the proceedings for the inaugural Rugby World Cup in 1987.

The Otahuhu Life Member was elected President of the Auckland Rugby Union in 2003 later moving to Patron of the Auckland Rugby Board.

Waka was honoured by Auckland Rugby for his commitment and devotion to the union as a player and administrator with the creation of the Waka Nathan Challenge Cup which Auckland Rugby's premier club teams compete for.

Waka's legacy will forever be etched into the history of our union.

Kua hinga te totara i Te Waonui a Tane - A totara has fallen in the great forest of Tane.

Robert (Bob) Graham

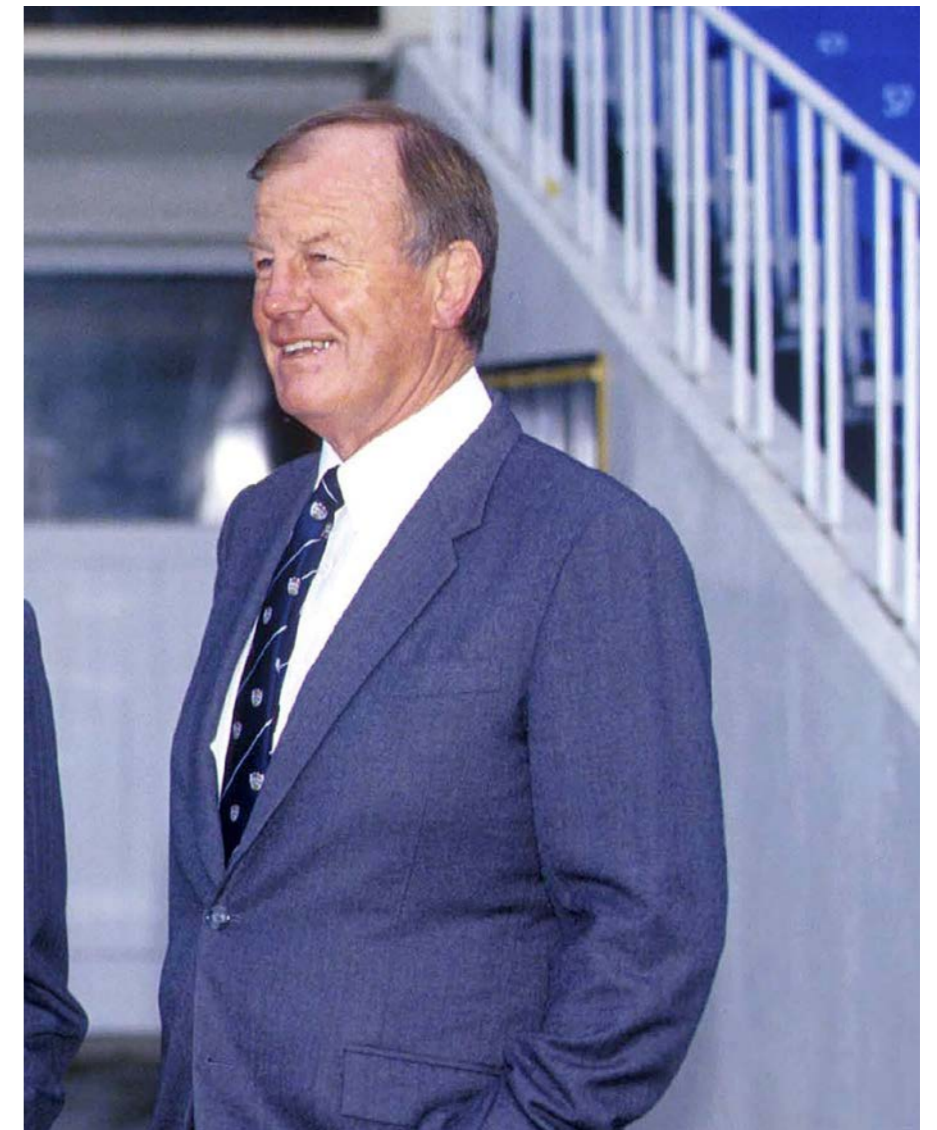
Bob was an Auckland Rugby Centurion and Life Member.

Bob attended New Plymouth Boys High School with brothers John and Jim before moving north to Auckland. A proud Auckland University Rugby Club member, joining the club in 1956 before debuting for the Blue and White Hoops in 1958.

At a young age, Bob went on to captain Auckland in 1960 alongside the late Sir Wilson Whineray, leading the Auckland side through the Ranfurly Shield golden era of the early 60s. A quality Blindside Flanker who was sound on defence, Bob played his last game for Auckland in 1965, playing 103 games and scoring 42 points.

After Bob's playing years, he became Auckland coach from 1966-69 and coached the Auckland University Rugby Club from 1972-74, winning a Gallaher Shield in his last year at the helm.

Bob was elected Barbarian Club President in 1982-83. A family man and strong supporter of the game, who would most often be seen on the sidelines supporting his Grandson playing in the Under 85 competition in Auckland.



Ces Williams

Ces was a life member, former president, and delegate of the Ponsonby Rugby Club, devoting a large part of his life to the club.

A prop, Ces played over 100 games for Ponsonby senior reserves and filled a range of positions within the club, including President, coach, manager, and mentor.

Under his Presidency, Ponsonby won two Gallaher Shields (2010-11) to top off their run of eight consecutive winning seasons

(From 2004). His son Brett is the club's leading points scorer and was part of 10 Gallaher Shield wins for Ponsonby (a club record).

The eldest of three brothers (Ken and (Sir) Bryan), Ces became the Ponsonby delegate to the Auckland Rugby Union for several years and was a strong voice within meetings, always having the best interests of his club in mind. He was made a Barbarian in 2015.

Ces is survived by his wife, Christine, and sons Brett and Ryan, and their children.

CHAIRPERSON'S REPORT 2021



Stu Mather,
Auckland Rugby Chairperson

Last year I began my report with the following statement “Without doubt 2020 will go down as one of the most difficult years in modern world history”, little did we know at the time that the tail of Covid-19 would continue into 2021, and has completely changed what normal was and has had a huge effect on sport within Tāmaki Makaurau. The brief lockdown in March which affected the start of the Super Rugby Aotearoa Competition and the Goodyear club rugby preseason, was just a small precursor to what would unfold later in the year. The Auckland Rugby Way values continue to play a leading role in the strategic decisions the Union makes, both at a board and operational level, and although we still have so many unknowns, the province has a solid foundation, with good reserves, a focussed staff with good leadership, supportive stakeholders, and a passionate rugby community. Hopefully this will assist us in navigating our pathway out. I remain positive and the achievements of 2021 should be celebrated.

Financials

The Union’s main revenue streams can be broken down into five areas: 1. Commercial partners, 2. Test match hosting and membership, 3. Class 4 gaming, 4. Managed funds and investments, and 5. New Zealand Rugby (NZR) grants. The 2021 budget saw the

Union forecasting a solid profit with three test matches on the calendar. Unfortunately, the impact of Covid-19 has seen a significant reduction in our income but remarkably due to great support from our partners and cost savings by the staff I can report that Auckland Rugby has reported a small loss for the financial year of \$22k.

On the commercial side, with the Trans-Tasman bubble closing, the planned tests against South Africa and Argentina were cancelled and we were given 10 days to sell a second Bledisloe Cup game a week after the first. This meant the second game was less than capacity and the forecasted revenue from this test was substantially lower. With the Bunnings Warehouse NPC coming to a halt in August just two games into the campaign we were also exposed to refunds to both sponsors and membership. I can proudly report that all our commercial partners have honoured their commitment to the Union and a high percentage of the membership have also foregone refunds. I would like to thank our principal partner Barfoot & Thompson, our sponsors and our membership for their support. This has been a fantastic outcome for the Union, and I would like to acknowledge James McKee and the Commercial & Partnerships team for this result.

Covid-19 also impacted Class 4 gaming. With the lockdown, grants came to a halt, having a two-month impact on our revenue for 2021, which in turn affected the clubs. These revenue streams are vital for the community game, and it is hoped that once bars open again these funds will start to flow back into the community space.

Of our other revenue streams managed funds have had a solid year, the Blues reported a breakeven result and NZR grant money has been held steady. I wish to thank Paula Kent, Jarrod Bear, and all the staff for delivering this result. The Board has yet to sign off a

budget for 2022 while we await our exit from lockdown, which will include NZR support, but remain committed to prioritising several community initiatives in line with the Auckland Rugby Way vision that we were unable to achieve this year. Although this will be challenging, we as an organisation must adapt to ensure we are financially sustainable and around for the next 100 years.

I would also like to thank the Finance Sub Committee, directors Tony Catton and Brandon Jackson, and the Commercial Sub Committee, directors Chris Fairbairn and Amanda Cox, for their hard work in this space in 2021.

Community Rugby

Due to sheer good luck, the timing of the two Auckland lockdowns bookended the Goodyear Club Rugby season and we were able to complete virtually all our competitions. Unfortunately for the second year in a row both Secondary School and PIC Junior Rugby didn’t make it to the finish line. Additionally, the National U85kg tournament carried on without Auckland sides participation, and all the Pasifika tournaments were also forced to be cancelled. The Union remains committed to investing in the grassroots to ensure the community game continues to grow. I would like to congratulate Eden for winning their first ever Gallaher Shield and Kelston Boys High School for claiming the 1A title.

Our participation numbers remain static on last year, and below our 2019 benchmark, but the ARU still has close to 20,000 registered players and is still the largest Provincial Union in the country by some way. The Participation Development team are eager to get back on the grass and into the schools and clubs to help drive this number back up to pre lockdown levels and have been challenged to do so in 2022.

The Club Review project was completed late 2021 and has been shared with the clubs. It is hoped that this will provide

a good platform for the Council of Delegates (COD) to shape club rugby in the years to come. I thank all of those involved with the project for their efforts.

I would also like to acknowledge the work of the Council of Delegates, most notably the Chair, Brent Metson, Deputy Chair Tony Catton, and the Junior Delegates for their immense work during the year to help facilitate amateur games in the province.

High Performance

The high-performance area was the biggest loser in the pandemic lockdown. Due to Covid-19 restrictions all games and trainings were stopped at all levels. This included our marquee teams with the Bunnings Warehouse NPC team playing just two games, and the Farah Palmer Cup (FPC) team, which had started earlier, just four. The Union is bitterly disappointed that we were unable to re-enter both competitions as our many requests for exemptions to relocate fell on deaf ears. We as a Union had already begun the vaccination process with both our squads prior to the lockdown and although I must remain apolitical, I must express my disappointment in the New Zealand Government and the Ministry of Health for not granting exemptions for a fully vaccinated squad, operating within a bubble with medical support to relocate, especially when other players, squads and other codes were granted that privilege.

I would like to thank NPC Head Coach Alama Ileremia and his management, who had assembled a strong squad of both youth and experience, and an RTS, for their efforts in 2021, which had shown enough early form to suggest they would be title contenders once again.

I would also like to thank Willie Walker and the FPC management and squad for their advances during their short campaign. At the time of their exclusion, they were in a strong position to make the semi finals but ultimately became one more victim of the virus.

2022 is a huge year for the female game with the new Super Rugby Aupiki competition starting in March and Rugby World Cup 2021 being held in New Zealand in October and November. As one of the host unions it is hoped we will be able to leverage this event to increase female participation numbers.

On a positive, the Union was well represented at national level with notably five All Blacks and seven Black Ferns representing their country in 2021. We also had three All Blacks 7s players and one Black Ferns 7s player.

Thanks to the Rugby Committee, Jarrod Bear, Ben Meyer and the High Performance team for all their work this year. The Union has a strong academy and talent ID structure which we are currently aligning with the Blues to ensure we provide a pathway to develop and retain local talent and remain a major force in New Zealand provincial rugby.

New Zealand Rugby Union

In mid-2020 NZR embarked on a workstream called Project Future. This was designed to investigate different ways to future proof the game. With pandemics, rising player costs, cash strapped provincial unions, a reliance on Class 4 gaming, and limited domestic revenue streams it was decided that the best way to achieve this was to sell up to a 15% equity stake of the commercial rights of NZR. This would have seen an immediate injection of capital into the game at all levels and the establishment of a legacy fund of \$200m which would be used to help invest in the growth of the game. This meant the valuation of the brand was \$3.5b. After a tender process Silver Lake, a global technology investment firm with several existing sporting investments, was selected as the preferred partner. At the April AGM of the New Zealand Rugby Union, the deal was unanimously endorsed by the provincial unions.

Due to contractual obligations any commercial deal must have the New Zealand Rugby Players Association approval. Their refusal to endorse the agreement has seen the transaction be reworked, and several other options further investigated. At the time of writing, I am unable to provide any light as to whether this deal will get over the line. NZR remains committed to taking the players with them on the journey and remain confident a resolution can be reached.

Stewart Mitchel, the former Canterbury Chair and long serving NZR Board member, replaced Brent Impey as the Chair of NZR post the AGM, and has the task of aligning the stars. Ultimately the issue has created some conflict within the rugby community but the issue of a model that is no longer fit for purpose needs to be solved in the very near future. Provincial Unions less resourced than ours are unable to invest in the grassroots game and declining participation rates is an outcome of this. I trust common sense will prevail and both parties can work proactively to find a solution that is a good decision for rugby.

Eden Park

2021 saw Eden Park enter a new phase in its multipurpose stadium dream, with the hosting of the first ever concert at Eden Park with a capacity crowd of 50,000. Six60 sold out within days and was a fantastic event for all those who attended. The long-term goal of the park has always been to ensure enough content to remain financially viable, which is something cricket and rugby cannot provide alone. As a privately owned and operated venue in a competitive market, this will always be a challenge. The loss of events at Eden Park due to Covid-19 has meant 2021 has once again been a challenging year but fortunately Eden Park remains financially sound.

Auckland Cricket and Auckland Rugby are the beneficiaries of Eden Park and

are committed to investigate all options to ensure Eden Park remains sustainable, while also protecting the codes legacy rights. We continue to work closely with Auckland Council, Auckland Unlimited and the community to ensure Eden Park remains the premier stadium in the country for some time to come.

I would like to thank our two appointed Directors Greg Edmonds and Andy Roberts, for their work on the Eden Park Trust Board, and also acknowledge the Trust Chair, Doug McKay and the mercurial CEO Nick Sautner for their contribution in 2021.

The Blues

The Blues had another solid year with wins both on and off the field. The bitter disappointment of letting a chance of a Super Rugby Aotearoa title slip through their hands in April was turned around with the euphoria of a Super Rugby Trans-Tasman title in June. Leon MacDonald and the coaching staff have done a great job in moulding this Club into a potential front runner and we can confidently look forward to further improvements in 2022 as Southern Hemisphere professional rugby enters a new phase with Super Rugby Pacific. The placement of the new Moana Pasifika team within the Auckland boundary offers a new challenge to the organisation but ultimately, we must hope rugby within the region will be the winner.

As a 38.75% owner of the Blues, it remains a major investment on the ARUs books, and the success of this club is vital for us both financially, and offering an attractive pathway for our players, coaches, and administrators. The Blues recorded a breakeven result this year which was once again hampered by Covid-19 disruption at the start and end of the season, but the organisation continues to make huge strides on the commercial front. High Performance alignment with the Provincial Union shareholders is well advanced and further

development of a shared services model will benefit all those involved.

On a shareholder front, NZR has just commenced the process to exit its shareholding in the Blues. The purchase of a 40% stake from Bolton Equities three years ago had always been a temporary fix to the problem and was signalled at the time. It is hoped we can attract a quality partner who will be aligned to the Blues strategy and provide additional capital investment and revenue streams to help make the club thrive.

Auckland Rugby's representatives on the Blues Board are myself and Andy Roberts. I would like to congratulate Blues CEO Andrew Hore, Chair Don MacKinnon, and the Blues Board, and staff on a successful year.

Governance

This year sees two current directors, Keven Mealamu and Greg Edmonds, retire on rotation. As per the ARU Constitution the vacancies were advertised in September and the Appointments Panel consisting of the Chair, COD Chair, President, Life Member representative and an independent assembled in October and has unanimously put forward both Keven and Greg for election at the AGM. They must gain 50% support from the members to be confirmed. I wish to thank the group and especially Julia Raue, as the independent member and first female to serve on this panel, for their time.

This year will see the end of Saveatama Eroni Clarke's three year term as President. Eroni has been as passionate a President as he was a player and has thrived in the role. I would like to personally thank him for his contributions to the ARU over the last few years. He remains very much involved in rugby with his role as NZR Pasifika Engagement Manager and I am sure he will still be a regular feature side-line at club, school, provincial and Super Rugby games.

Additional Comments

Sadly late 2021 saw the passing of two ARU life members. Both true legends of the game who gave so much to the province. Waka Nathan, All Black no 627, ARU Patron, former President, Māori Selector, New Zealand Māori and ARU representative player. *Kua hinga te totara i Te Waonui a Tane - A totara has fallen in the great forest of Tane.* Waka epitomised everything that we as a sport hold dear. I wish to acknowledge his contribution to Auckland Rugby. His beaming smile will remain in our memories for years to come.

Bob Graham, an Auckland centurion and captain, Auckland coach and former NZ Barbarian President. Bob was a passionate Auckland rugby man and his contribution both on and off the field was immense. I pass my condolences and thanks to the Graham family for his service.

Anil Rana continues to act in the role of honorary solicitor, and I once again thank him for his assistance in all matters legal.

I would finally like to thank all the stakeholders for helping the ARU navigate 2021. I have and will always be immensely proud of the organisation and the people within the ARU rugby community. Without the loyal support of our sponsors, leadership and dedication of our staff and Board, the enthusiasm of our players and supporters, and the organisation of our clubs, none of our achievements this year would have been possible. I wish you all an enjoyable Christmas break and look forward to further successes in 2022.

Stu Mather
Auckland Rugby Chairperson





Jarrod Bear,
Chief Executive Officer

The Auckland Rugby Way frames our organisation's focus to four key areas.

- Innovate & grow the Community Game
- Win & be better supported in High-Performance
- Be inclusive to grow the strongest rugby whānau
- Be around in 100 years

At the start of the year, we set 'scoreboard' measures for our organisation which reflect the desired outcomes across these focus areas. With Covid-19 and the resulting lockdowns for the Auckland region, this significantly impacted the relevance and achievability of some measures. However, as an organisation we strived to advance within our focus areas as best as possible. This could not have been achieved without valuable contributions of our wider rugby whānau who have supported our game during these challenging times.

To compliment the commentary within the Chair's report, the below captures operational areas of achievement and opportunities to advance.

Innovate & grow the Community Game

In 2021, we set about supporting our community game to achieve the same, if not better, pre-Covid-19 participation and registrations.

We achieved 19,915 registered

participants (83% v. 2019). Noting:

- 600+ registrations connected to Pasifika Tournaments did not occur due to the Covid-19 lockdown.
- 2,500+ registrations connected to in-school delivery by Auckland Rugby, were re-classified by NZR as rugby engagements.

Had the above been realised as registrations this year, our rugby participation numbers would have exceeded 2019.

Some highlights included:

- A successful implementation of 'Junior Club Rugby Rebuild' programme, working with and providing incremental resources to clubs.
- 11% growth in team entries across our nursery club grades (Under 6 & Under 7).



- 59% growth in the team entries across our Junior Girls grades.
- Several clubs experienced >10% growth on their total junior club registrations vs 2019.
- Secondary School team entries and registrations exceeded 2019.

However, senior club participation and registrations needs more focus from both Auckland Rugby and our clubs in 2022 and beyond. To support this essential

focus, with the COD's endorsement this year we commissioned an independent and comprehensive review on sustainable Club Rugby and Competitions within Auckland. More than 2,500 members of our rugby whānau contributed to the review providing representation from every club and from every level of participation through to administration and governance. From the review, 36 recommendations were proposed, and the COD, with Auckland Rugby's support, are currently building relevant implementation plans. It is also exciting to see New Zealand Rugby (NZR) has committed to commencing a project in 2022 to assess how NZR Incorporated can provide better support to drive club sustainability.

In 2022, we have identified and have plans to leverage opportunities to rebuild

and advance the community including but not limited to:

- Introducing new EDLSV rules to both senior and junior levels to provide greater safety to our players.
- Building on the success and expanding the "Junior Club Rugby re-build" program.
- Leveraging Rugby World Cup 2021 to grow participation.

- Focusing on increasing club sustainability and capability, including implementing a new trust funding model and incremental resource/focus from Auckland Rugby.
- Secured funding to support field upgrades and facility upgrades to provide fit for purpose gender friendly changing rooms and amenities.

Win & be better supported in High Performance

There are limitations on what can be expanded on from the Chair's report regarding our flagship NPC and FPC high-performance programs which were cut short due to Covid-19. However, it is important to bring attention to two related areas, building alignment with the Blues and our commercial partnerships and members program.

Building greater alignment of our High-performance programs and resources with the Blues is imperative for both the Blues and Auckland Rugby's ongoing on-field success. There are still opportunities to improve but significant advances have been made in the last two years including but not limited to:

- Our NPC team being based at the Blues (Alexandra Park) facilities during the Bunnings Warehouse NPC.
- Coaching and team management resourcing. At least nine of Auckland Rugby's coaching and team management staff will be involved in the Blues men's, women's and Under 20 programs in 2022.

Supporting our high-performance teams, our Commercial & Partnerships team have done a fantastic job in building a stable of outstanding commercial partners. Our partners provided enduring financial support of Auckland Rugby when many of their commercial benefits could not be realised with the NPC and FPC teams participating

in their respective competitions. This financial support from our commercial partners is quite remarkable and enables Auckland Rugby to resource both high-performance and community rugby initiatives in 2022.

Likewise, our Commercial & Partnerships team have done an excellent job in maintaining a strong membership program with >3,000 members, which shouts for our teams on the field and supports our investment into our high-performance programs.

Planning for 2022 has commenced for our Academy, FPC and NPC programs. With talented athletes within these programs along with strong support from our high-performance and coaching staff, hopefully, including a challenge for the Ranfurly Shield for the first time since 2015.

Be around in 100 years (commercial & organisational sustainability)

First and foremost, we have a responsibility to promote safe and enjoyable rugby experiences for all, with the objective, everyone gets home safely every day. Our health and safety practices continue to improve, and we are committed to improving health and safety education, processes, and support to our clubs.

This year we adopted a 'secure every dollar and save every dollar' strategy to secure the organisation's financial sustainability. Through prudent cost management, the introduction of new initiatives and valuable support of our commercial partners and members, we achieved a small deficit of \$22k. This is a commendable achievement when comparing to the scenario planning undertaken which forecasted potential for a loss exceeding \$1m.

With this financial result, supported by a solid balance sheet, the board has set an expectation on management delivering a breakeven budget in 2022.

We will continue to implement prudent management to balance the risks associated to our key revenue streams, whilst continuing to invest in initiatives which support the advancement of The Auckland Rugby Way.

The fantastic people of the Auckland Rugby whānau

It is imperative to acknowledge the responsibilities and hard mahi of our board, our staff, and volunteers across our rugby community. It was immense and valued; put simply, Auckland Rugby would not be able to support the game of rugby without this valuable contribution by so many.

Collectively when we endured one of the most challenging years of a generation, we have still delivered many wonderful and memorable rugby experiences enjoyed by thousands of people in Auckland. With face-to-face connections being scarce through the lockdowns, it is good reminder that rugby is about developing better people and building strong communities.

Finally, I would like to highlight and thank our Chair and Board Members, for their support of myself and Auckland Rugby staff. They have gone above expectations, navigating us through this extraordinary year.

An eye to the future

Auckland Rugby is committed to innovating and trialling new initiatives. Some new initiatives will work, and some will not, but it is imperative we strive to advance. If we do not strive to advance, the greatest risk is we will fail to remain relevant in a fast-changing environment. The greatest upside is what we aspire to; a better Auckland, built by rugby.

Jarrod Bear
Chief Executive Officer

COUNCIL OF DELEGATES REPORT 2021



Brent Metson,
Chairperson

Club rugby was back on the agenda in 2021 with many competition grades able to complete their competitions before the ongoing pandemic once again curtailed activity. Sadly, this impacted the back-end of PIC Junior Rugby and social grade seasons, the Pasifika tournaments, and of course our unions high performance teams sadly didn't really get started. The club premier competitions did however complete, with some historic results.

Eden, going into their 99th year of existence, won their first ever Gallaher Shield title defeating a youthful Grammar TEC in the mid-July rain on Eden Park. Grammar TEC, who had beaten College Rifles to the Waka Nathan title two weeks earlier, couldn't match the Eden side who played a classic brand of wet weather rugby. Not only winning the Premier men's title, the Eden Premier Development side also won that competition over Pakuranga to collect the George Nicholson Trophy earlier on the same day. Congratulations to Eden on this fantastic achievement, a demonstration that a club can have a plan to succeed, and then with the support of their community and lots of hard graft, reap the reward. There is no doubt it is a healthy outcome for the Auckland rugby landscape to have new blood at the top. In the playoffs, University won the Jubilee and Waitemata the Portola.

It needs to be acknowledged that some clubs are struggling to field senior men's

teams. Not an easy issue to address, the COD and Auckland Rugby are nonetheless focused on what can be done to assist these clubs in strengthening their playing numbers. The desire for change will always need to be owned and driven from within the club, but with the right plan and the support available, turnarounds can be achieved. Eden and Papatoetoe have made great strides in recent years and provide the evidence that it can be done.

The Premier women's competition was an early season affair, timed to make way for the Rugby World Cup 2021 to be hosted by New Zealand, but the RWC event sadly became another victim of the pandemic restrictions. In the Premier Women's final for the Coleman Shield, Manurewa extracted revenge for their defeat at the hands of Ponsonby in 2020, scoring in the final minutes for a well-deserved narrow victory over the Fillies. The women's premier development grade final was won by the Albany Barbarians over Papakura and the Women's 10's final was won in a thrilling encounter by Te Papapa, beating the Ponsonby development side by a point to claim Te Papapa's first ever senior title. The aim remains to grow the game at all levels and as there continues to be good steady growth in the women's game, clubs are having to adapt facilities and traditional routines to accommodate this growth.

A very capable Marist Under 21 team, dominant throughout the season, won the Arthur Bayliss Memorial Cup final over Grammar TEC, and Pakuranga won the Stan Foster Memorial trophy with Eden winning the bowl. It is heartening to see the slow but steady growth of the Under 21 grade over the last two years; hopefully a tonic to help strengthen and revive the senior men's competitions into the future.

An all-University affair in the Restricted 85kg grade saw the Squids beat the Debt Collectors to lift the Maurice O'Conner Shield. The grade continues to provide a high-quality rugby experience – both on and off the field. Waitakere prevailed to

win the first-grade competition Reuben O'Neil Trophy over a Roskill side returning to senior rugby for the first time in many years.

Despite the on-field competitions enjoying a better outcome than last year, most clubs are struggling with the economic reality of no activity since mid-August. This situation will take some time and much effort to recover from – let's hope 2022 delivers a "normal" year. Whilst the on-field activity ground to a halt, the clubs and COD committees and sub-committees continued to meet and work through their agendas. I would like to extend a heartfelt thanks to all who have worked so hard throughout the year to sure up our clubs' positions and plan for the future.

In particular, I would like to thank all the club delegates for their hard work throughout the year and for again remaining positive and dedicated. There is an enormous amount of unseen work performed by the delegates, especially in their sub-committee roles and they have adapted to working in an online environment admirably. To my deputy Tony Catton, and all sub-committee chairs, thank-you for your efforts.

Throughout the 2021 season the COD, with the support of the staff and board, commissioned the most wide-ranging and independent review of club rugby undertaken in the Union's history. This work, building on the back of the value defining "The Auckland Rugby Way" work of 2019, will provide a resource document that works at many levels to shape our future.

The *Auckland Club Rugby Review* was commissioned to provide an independent review of a wide range of issues affecting club rugby, and featured numerous participant-led insights through interviews with a wide range of community rugby stakeholders, combined with extensive data review and the production of some thirty six recommendations for consideration. Some six months in the making and now widely distributed, I am sure the review and its findings will

provide help for clubs, COD and other stakeholders looking for guidance in connecting with their communities and growing the game for many years to come. Thank you to all who contributed to this strong piece of work. The clubs, through the COD, will now look to prioritise and implement the recommendations.

Club Rugby Manager Joe Blundell has worked hard throughout the year to lead the continued implementation of a changing staff structure in the Participation Development team. The aim is to deliver better support for clubs through a deeper understanding of their specific issues. The Club Rugby Partner roles of Cam McQueen and Ben Eder are pivotal to this and their hard work is well

noted. Auckland Rugby has a wealth of resources available to clubs to assist them in their plans and clubs should not be shy in engaging help!

Matt Fenton continues to the Chair and lead the JRC. The clubs Junior delegates work is never ending as they support the numerical rump of our unions registered players and in true grassroots volunteer fashion are usually involved in many other roles as well. The innovations that the JRC is prepared to trial in order to keep current and appealing to our first-time players is admirable. Registration drive efforts to recover junior playing numbers after last year's interruption were a great success and the formula can be built upon in 2022.

I would like to express my personal

gratitude to my fellow Auckland Rugby board members for the support and counsel throughout the year as we traversed a number of tricky situations.

In closing, I would like to once again thank everyone involved in delivering our game in the community. I trust that we can enjoy a summer break in a traditional fashion and look forward to seeing everyone back next year to keep working at the ever unfinished business of administering our treasured game.

Brent Metson
Chairperson



COMMERCIAL & PARTNERSHIPS REPORT 2021



In a year where our men and women in Blue and White hoops couldn't make the finish line for their respective competitions the results achieved by the Commercial & Partnerships Team can be put down to the virtually unanimous support of our Partners across our suppliers, community, and in the commercial space.

Auckland Rugby has strong Partnerships in the Community with Goodyear supporting our Senior Club Rugby and PIC Insurance Brokers supporting Junior Rugby and our Junior Ball programme. Added to this in 2021 was Sky Tower – lighting up our female game. The female game in Auckland continues to gain momentum and Sky Tower's position as supporting partner for the whole female game from grass roots all the way to the Storm's jersey is a real acknowledgement

of the games' strength now and in the future.

A strong renewal programme lead by Lucy Strack, who left Auckland Rugby in December 2020, had Jayco (Back of Jersey reserves), Momentum Consulting (Back of Jersey), Dentons Kensington Swan (Official Legal Partner, Back of Jersey), Bracewell Construction (Back of Jersey), NZME (Official Media Partner), Hydraulink (Friend of Auckland Rugby), Goodyear (Official Partner of Club Rugby), The Gateau House (Back of Jersey), Go Media (Official Out of Home Media Supplier), Ricoh (Official IT Supplier), Accor (Official Accommodation Partner) all renew for terms up to three years.

The strong renewal left little space for new partners, however, the new

Commercial Partnerships Manager, Elena Bluhm, provided a fresh and innovative approach with Metalcraft Roofing (Back of Jersey), Sky Tower (Female Rugby Partner), Harvest Snaps (Mascot Partner) and MYOB (Men's NPC Side Panel) being the new additions to the Commercial Partnerships.

With many Partnerships including a range of benefits from the community, to test match hosting to benefits associated with the NPC, deciphering who received what and what revenue was at risk due to season and game cancellations was a real challenge. However, the virtually unanimous support from our Partners meant that the final revenue result far exceeded the benefits that were delivered. A simple thank you isn't enough to our Partners who understand that support

for Auckland Rugby doesn't just mean you are on a jersey, or you get a logo somewhere, you are contributing right across the four key focus areas of The Auckland Rugby Way.

Auckland Rugby Memberships had a strong year holding a very similar number to the year prior. Again, impacted by the significant changes to both the international and domestic seasons the renewals for 2022 will include a range of credits and refunds that will flow through the process. The key inclusion made by the memberships team of Grant McKenzie and Pauline Williams for 2022 was the addition of a ticket only package alongside our Auckland Rugby Membership. Ultimately this will allow us to deliver further benefits for our members in both communications and

experiences and has been well received.

Grant again led a busy year in the Test Match delivery space with the original schedule being moved multiple times. Ultimately the delivery of two test matches in the space of two weeks was a mammoth effort from the team, ticket sales were not what we have seen previously due to the close proximity of the matches.

Auckland Rugby's communication platforms have continued to grow in both breadth and depth under James Johnston's leadership. The regular eDM communication to our members, partners, subscribers, and community has meant a much more consistent flow of information and further opportunities for commercial optimization. Social media has had a real focus on quality

not quantity with key channels stable from a 'following' perspective but with reach and engagement reaching all time highs. The announcement of Roger Tuivasa-Sheck's signing is now Auckland Rugby's largest ever communication piece reaching over 600,000 people and gaining over 115,000 engagements.

The 2021 year had many challenges but the application the whole team exhibited in often changing circumstances provided a strong contribution to The Auckland Rugby Way.

James McKee
Head of Commercial & Partnerships

Major Partners

BARFOOT & THOMPSON
LICENSED REAA 2008



Partners



HIGH PERFORMANCE REPORT 2021

The Auckland Rugby High Performance programme is focused on being New Zealand's leading Provincial Union rugby development and performance programme. Each year we are ultimately measured by the success of our flagship teams: National Provincial Championship and Farah Palmer Cup (Storm) Teams, however, our long-term view is to create sustainable success. In 2021, the High Performance team have focused on growing winning mindsets through an integrated development system with the Blues and we have seen further progress in this space, albeit interrupted with the challenges we are all faced within our lives.

Preparations for the 2021 Bunnings Warehouse NPC campaign began in December 2020 with an extensive review of our performance, people, culture and environment. With regular and robust engagement with our players and team management, we then set about achieving the recommendations from this review. In February we participated in the inaugural 'Blues Cup' preseason series with North Harbour, Northland and Blues Under 20 teams to provide further development for identified players and an opportunity to help prepare the Blues Under 20 team for the inaugural Super Rugby Under 20 tournament. The timing of this tournament was not ideal, impacting on the early rounds of Club Rugby and New Zealand Rugby have planned on changing this in 2022. From this tournament, seven Auckland players were selected in the New Zealand Under 20 Team.

The 2021 Bunnings Warehouse NPC season started well but ended after Round 2 due to Covid-19 lockdown restrictions. The Union via NZR attempted numerous times to obtain travel exemptions to leave Auckland, however all applications were declined by Government. At the start of October,

the decision was made that Auckland-based NPC teams had run out of time to prepare players to re-enter the competition. A 'Super City Series' was proposed and after further weeks in lockdown, the decision was made to cancel this initiative, thus ending the rugby season for the NPC team. A very frustrating and disappointing end to a season that was full of promise with an experienced and talented squad looking to go one step further than their second place achievement in 2020.

The Auckland Storm managed to get through most of their round robin games and sat in 3rd place prior to Auckland's lockdown restrictions commencing. With pressure to get the FPC finished in time for the Black Ferns to prepare for their Northern Hemisphere tour and Rugby World Cup 2021 preparations, the Storm were unable to re-enter the FPC in time and therefore finished 3rd for the 2021 season. From the Auckland High Performance Unit and Storm programmes, seven players were selected in the Black Ferns Northern Tour squad and with Super Rugby 'Aupiki' set to start early in 2022, this will provide further experience and development opportunities for our female athletes.

In late 2020, NZR made the decision to end the Jock Hobbs Memorial Under 19 Tournament and replace it with the Super Rugby Franchise Under 20 Tournament. This proved a highlight for the players and people involved, with televised games and opportunities for the young talent of the future to spend more time in the Super Rugby Franchise environments. For the 2022 version, preparations were meant to start in August 2021 with Provincial Union Under 19 Teams selected to play within their respective Super Franchises, with the Blues Provincial Union teams to then play cross-over matches with the Chiefs Provincial Union. Again, due

to Auckland's lockdown restrictions, no Under 19 or Development (B Team) matches could be played.

Our High Performance Academy programmes have had another disjointed year, but the challenges have provided opportunities to reflect further on what and how we do things. Throughout 2021 we have continued to build our new Development System framework and the engagement and support from the Blues to help us achieve this has been outstanding. The success of this system will ensure the results achieved in recent seasons by the Blues and Auckland Rugby, will be sustainable beyond the people who are tasked with managing and delivering it.

We have more work to do to ensure our Club Rugby system is strong, acknowledging that without a strong community game, our High Performance programmes will struggle.

2022 brings new opportunities and energy and our work to prepare for these has already started.



Ben Meyer
Head of High Performance



RUGBY OPERATIONS & FACILITIES REPORT 2021



The Operations team is best described as the inner workings of Auckland Rugby providing the necessary support, systems, and processes to ensure rugby runs as efficiently as possible. Operations can sometimes mean thinking strategically about systems and processes. Other times, it could mean being part of the 'on the ground' team that successfully delivers matches, tournaments, in-school programmes, or other initiatives throughout the year.

After a much disrupted 2020, Operations looked forward to 2021 with renewed enthusiasm with particular attention to:

- A hectic schedule being in place and continuing to deliver outstanding match experiences
- Looking to lead the way nationally with our Referees programme
- An uplift in the Pro Sport Education Programme with an increased emphasis on building better people, better teams, better futures
- Progress towards the delivery of the Wider Auckland Rugby Facilities Plan

that benefits our community and ensures we are here in 100 years

With this in mind, the following sections break down the relevant operational areas and their achievements over the past year.

Match Operations

2021 started as early as January as our close working relationship continued with the Blues, delivering two competitions - Super Rugby Aotearoa as well as the advent of Super Rugby Trans-Tasman.

Four months of competition saw seven home games successfully delivered, plus a Super Rugby Final for the first time since 2003. It was also during this period that we saw the inaugural Women's Super Rugby Franchise match take place between the Blues & Chiefs.

A successful Super Rugby Trans-Tasman Final on 19 June and a little breather then saw the test season get underway.

In yet another first, an All Black Test Match was played at Mt Smart Stadium. A doubleheader featuring the Māori All Blacks v Samoa and the All Blacks v Tonga resulting in many weeks of preparation

and numerous site visits getting familiar with a new venue.

Shortly after, the Farah Palmer Cup season kicked-off for our Auckland Storm with a match against the Bay of Plenty Volcanix and a double header that also incorporated our own Gallaher Shield final. An epic battle that saw Eden Rugby Club win the Gallaher Shield for the first time in the club's 99 year history, beating a strong Grammar TEC team.

This was followed by consecutive test matches against Australia on 7 August – a triple header weekend that also featured a doubleheader Auckland v Canterbury for both our NPC & FPC teams on the Sunday. Then, a hastily arranged Australia test match on 14 August before our season was disrupted again by Covid-19.

Covid-19 added a new dimension of complexity to most matches this year. Even when operating at Alert Level 1, regulations needed to be adjusted to reflect the varying needs of inbound Australian teams during both Super Rugby Trans-Tasman and test matches.

A special congratulations to David

Gainsford for not only managing all the match operation aspects but also for completing his Match Commissioner training during this time, that now enables him to oversee international rugby events and tournaments around the world.

Referees

We are very fortunate as a union to have a dedicated Referee Manager in Cody Neilson and Referee Development Manager in Ant Petrie who are both motivated to implement and drive the delivery of our strategic plan.

As a consequence, our results and outcomes delivered in 2021 compared very favourably to that of our peers nationwide. Areas of highlights and recognitions included:

- The only major association to experience growth in registered numbers compared to 2019 (pre Covid-19).
- A strengthening in diversity & inclusion with:
 - Female representation increasing to be above the New Zealand average.
 - An increase in our Māori and Pasifika representation to 29%.

- Leading in High Performance with:

- Highest representation on the National Panel selection with four Auckland referees recognised – Ben O'Keefe, Angus Mabey, Marcus Playle and Maggie Cogger-Orr.
- Three referees appointed by World Rugby to test matches – Ben O'Keefe, Angus Mabey & Marcus Playle.
- Maggie Cogger-Orr – Referee of the first ever women's Super Rugby match.
- Marcus Playle – Bunnings Warehouse NPC debut.

- Leading the way in Innovation with the introduction of:

- The launch in March of "RefLive" - a new digital tool to uplift referee capability, including online coaching plans, uploading of training videos, and monitoring of match day referee experiences.
- New growth initiatives including the launch of the Secondary Schools Academy in August and the successful 'Wahine with Whistle' initiative targeted at increasing the number and support of female referees.

- Continued leadership in the development of "AppointMe" – online technology now adopted by 17 provincial unions throughout New Zealand.

We would like to acknowledge the fantastic support we get from our family of partners, Stefan Crooks of Westie Pies, Peter Thompson of Barfoot and Thompson, Nev and Trish Shirley of Doorways. Also, to the unwavering support and commitment of our ARRA governing board and ARRA members.

Facilities

Auckland Rugby was pleased to receive Auckland Council funding to commence the investigative work to determine the need, feasibility and design of potential field and flood lighting upgrades across three sites.

Those sites being Waitemata, East Coast Bays and Bombay, were identified as priority core infrastructure projects as part of the Wider Auckland Rugby Facilities Plan. Initial applications had been made independently but given the similar nature of all three projects, council funding was approved on a partnership basis to ensure



efficiency of process and the realisation of potential cost savings. On behalf of the three provincial unions, Auckland Rugby was appointed as the Project Sponsor and funding agreement recipient with key responsibilities to appoint a project manager and satisfy all the terms of the funding agreement. The first phase of the project has been progressing well and at the time of this report, is due to be completed by end of November 2021.

Auckland Council also approved the renovations and upgrades of the following fields within the Auckland Rugby community. Work will commence late 2021 with a new field at Shore Road (Grammar Juniors Rugby Club), a new field at Waiheke Island Rugby Club and the renovation of two fields with lights at Papatoetoe Rugby Club. The project at Papatoetoe Rugby Club further highlights the influence of the Wider Auckland Rugby Facilities Plan which identified the Papatoetoe fields as the number one priority for development of rugby in Auckland.

A recent decision by Auckland Council will also see significant developments at Colin Maiden Park, with work likely to commence late 2022.

A number of Auckland Rugby clubs as well as Eden Park and Waitakere Stadium are also part of the World Cup Ready Accessible Facilities Project – a facility upgrade project in preparation for Women’s Rugby World Cup 2021 (now being played in 2022).

Sport New Zealand are providing funding to assist New Zealand Rugby with delivering gender equal, fit for purpose, future proof, multi-sport changing room facilities and amenities for the match venues and training grounds that the teams will utilise during Women’s Rugby World Cup 2021. This will also provide an enduring ‘community legacy’ for inclusive sport participation in New Zealand.

Those Auckland clubs being part of the project in preparation to host teams in October and November 2022 are Eden Rugby Club, Pakuranga United Rugby,

Grammar Juniors Rugby Club (Shore Road), Grammar TEC Rugby Club and Auckland University Rugby Club.

The changing room facilities at both Eden Park and Waitakere Stadium will also receive major upgrades as part of the project.

Pro Sport 2021

This year’s intake was exceptional where numbers increased 31%, attributes and leadership came more to the fore, and gains were made under the area of Diversity & Inclusion where notable highlights saw:

- An improved regional spread of schools achieved compared to previous years with 52% coming from South Auckland schools, 38% from Central Auckland schools and 5% each from West Auckland and East Auckland schools.
- Female students represented also increased to 19%, though it is acknowledged we have further work to do in this area.
- A better proportionate spread of ethnicities with 38% of students being of Samoan heritage, 28% Cook Island, 19% Tongan and 15% being Māori, Niuean or European.

The students and the programme have continued to support key Auckland Rugby strategic initiatives by:

- Assisting the Rugby Delivery Leads in increasing engagement in primary and intermediate schools with the delivery of in-school programs and coaching.
- Supporting the annual Breakaway School Holiday Programme in South Auckland.
- Officiating and providing logistical support for all primary and intermediate school tournaments.
- Assisting game days and match operations at Eden Park (and this year, Mt Smart Stadium) for New Zealand Rugby, the Blues and Auckland Rugby.
- Providing valuable administrative support for the all-important annual loading of junior player registrations to

the New Zealand Rugby database.

Auckland Rugby and Pro Sport were again fortunate to be the recipient of Learner Hardship and Technology Access Funding this year. This funding enabled the programme the opportunity to purchase an additional five computer laptops for students to use either on site or to borrow to complete tasks at home where they currently have no devices to do so.

At the time of writing this report, we are hoping that management of Covid-19 Alert Level protocols will enable the students the opportunity to complete all assessments, and graduate with the three qualifications. Applications in the meantime, are now being sort for the 2022 intake

I would like to take the opportunity to thank all our community, our referees, our partners and our volunteers for all their hard work and dedication throughout the year. Preparations are already underway for 2022 for what promises to be a full and exciting calendar that includes:

- A newly revamped Super Rugby competition that features new teams such as Moana Pasifika and Fiji Drua.
- The inaugural Women’s Super-Rugby Competition.
- The usual scheduling of test matches.
- The Women’s Rugby World Cup, featuring 10 pool games at Eden Park & Waitakere Trust Stadium as well as two quarter-finals, two semi-finals and two finals. An exciting time for women’s rugby in Auckland.



Grant Wilson
Head of Rugby Operations & Facilities



PARTICIPATION DEVELOPMENT REPORT 2021

2021 has proved to be both challenging and extremely rewarding for the Participation Development team and our rugby community. Building on the learnings from 2020, a range of new initiatives were tested, as well as a comprehensive review on club competitions and sustainability of the club landscape. While the team experienced a lot of internal changes, it has been pleasing to see the camaraderie and work ethic showcased by all, and a collaborative effort to deliver a network of support to our rugby community.

To all our stakeholders, thank you for yet another year of resilience and dedication.

Registrations

Auckland Rugby finished the 2021 year with 19,915 registered participants (83% of 2019), across our club and school landscapes. This highlights some of the real challenges of community sport in the current environment, however, it also showcases that such a vast group of participants were provided the opportunity to participate in our game and create stories that will be shared for many years to come - an achievement nonetheless.

Several clubs (5) and secondary schools (16) experienced positive growth above 10% on their 2019 numbers. Some of the most notable increases, Marist Eastern (71%), Waiheke (38%) Papatoetoe (19%), Roskill Districts (16%), Auckland Girls Grammar School (272%), Rutherford (243%), Epsom Girls Grammar School (186%) and Botany Downs Secondary School (77%). A true testament to the hard work and dedication by these organisations. Auckland Rugby also experienced a growth of 39% in participants from within our Asian populations, a significant achievement for our diverse population.



Club

An exciting year for many clubs across our region, following the difficulties of the 2020 season. We were able to see a new initiative delivered by Auckland Rugby called the 'Re-Build Junior Rugby' programme, which provided funding and resource for clubs, to help them deliver pre-season programmes to our tamariki across the Auckland region. Through this programme, the clubs delivered an 11% growth in team entries across our Nursery (Under 6/Under 7) grades and 59% growth in the team entries across our Junior Girls grades.

The female season kicked off with a 'Women and Girl's Week' involving initiatives across the week from inspirational workshops, to over 300 schoolgirls immersing themselves in the 'All Blacks Experience' at SkyCity. The junior girls' season began with a festival day where 44 teams from across our junior girls' grades came together for

a day of games, fun and celebrating their place in rugby. Today, our clubs support 53 active girls only teams (4 in 2018) spread over four different grades. Days like these demonstrate how far the game has come with support from clubs, coaches, volunteers, and supporters.

Our junior players could be found on a Friday night or a Saturday morning running around various fields across the city from Waitemata across to Waiheke and right down to Manukau. We know these players are the foundation as well as the future of club rugby and want to thank them and their families for supporting their clubs as we work towards our organisations vision of 'A Better Auckland Built by Rugby'.

The club team are proud to have launched Club Capability workshops which are run to support clubs in the valuable work they do to deliver to their communities. With two workshops done, covering 'Sponsorship' as well

as 'Club Governance and Leadership' we are looking forward to delivering more sessions when the Covid-19 alert levels allow.

A massive congratulations to the Eden Rugby Club on their first Gallaher Shield victory in what is the club's 99th year, and to a special mention to life member, Tom O'Hanlon, who has waited much of the 99 years for Eden to win the shield for their first time.

Lastly, we must thank all of our clubs for their front-line delivery of our game and acknowledge the hard work that the club staff, volunteers, players, coaches, and families who all contribute in order for rugby to happen throughout our region. Clubs are the lifeblood of rugby across the country, and we are grateful for the efforts of all those who ensure rugby remains New Zealand's national game.

Club Review

Dr. Jacque Tran and Clara Pau of Flame Trees Limited were commissioned to undertake the most comprehensive review ever conducted within our club landscape. The review was requested by the Adult Rugby Committee and supported by the wider Council of Delegates to dive into our club competitions and club sustainability. Jacque and Clara facilitated over 1500 conversations with club delegates, club staff, volunteers, current players and coaches, ex-players and coaches, non-participants, Auckland Rugby staff and sector professionals over an eight-month period. With 100% involvement from our clubs, the review findings highlighted numerous opportunities and a total of 36 recommendations.

We would like to thank all those that participated, but especially Dr. Tran

and Clara for their diligent and detailed approach. This work will now form the foundation and provide an opportunity for our club system to innovate and grow our community game.

Coach Development

This year saw a revised Coach Development program due to the departure of both Richie Harris (Coach Development Manager) and Barry Rhodes (Junior Coach Development Manager). Despite this, Auckland Rugby's total coach registrations grew on 2020 and were at 85% of 2019 registrations.

A modified coaching accreditation process was implemented this year whereby the Participation Development team worked together to identify 12 Regional Accreditation Evenings which targeted all coaching stakeholder groups



(clubs and schools) to run a “one and all model”. This model saw all registered coaches attend a regional evening where SmallBlacks and RugbySmart and New Zealand Rugby requirements were delivered. This model presented some excellent learnings and opportunities for collaboration and the sharing of knowledge between different age group coaches – something that would have been far less accessible without this model.

Along with the New Zealand Required Accreditation courses, there were multiple Educational Coaching opportunities which included:

- Tacklebox (delivered to over 400+ under 8 players)
- Foundation Level 1 (secondary school focus)
- Developing Rugby Coaches (DRC-L2 23 participants)
- Four Skill Specific Coaching Sessions (secondary school set piece focus)

A new initiative delivered by Auckland Rugby was the Pasifika Rugby Smart course. It is the first Rugby Smart course in the country to be facilitated in Pasifika languages (specifically Samoan and Tongan) with accompanied translated materials. 39 coaches, all with wide

range of experience attended. The overwhelming positive feedback and response from our community to continue this initiative provides and exciting opportunity for 2022 and beyond. Thank you to Rugby Delivery Lead Tidah Leaupepe for driving this initiative and to President of the Auckland Rugby Board Eroni Clarke and Vania Wolfgramm (New Zealand Rugby) for their support on the night.

Unfortunately, due to the imposed lockdown and restrictions, both the Blues Performance World Rugby Level 3 and World Rugby Coach Educator Course were cancelled.

Rugby Experiences and Schools

Auckland Rugby continued its successful approach to planning, developing, and implementing a wide and diverse range of engagement initiatives for all male and female students in secondary, primary, and intermediate schools from beginner level participants to age group representative players in 2021.

Despite a short lockdown early in the year, activities got under way with enthusiasm and the Rugby Delivery Team were, as always, extremely proactive.

The team worked tirelessly alongside all levels of the schools in their respective zones and clusters to organize and support high levels of in-school delivery programmes, tournament experiences, support for coaches and competitions and talent identification of athletes to grow the game and ensure that all participants’ needs were met.

Primary and Intermediate

The “In-School Experience” Programme is in its third year and continues to grow. With the support of the participating schools, we were able to deliver this programme to 16% more Primary & Intermediate school students than in 2019, over 6,000 students were provided an opportunity, which is an amazing achievement.

Trying to fit all these into the year was proving challenging but with the assistance of the Pro Sport students and the ‘In-School Contractor’ program, all schools were fulfilled.

Having the opportunity to deliver so many high-quality rugby experiences to so many students was again a highlight. Despite the huge disruption to the latter part of this year, the Rugby Delivery Team and the participants remain committed to making this happen again in 2022 and with that in mind, we have commenced planning and preparation for next year and one can only hope that this will be a normal season. We must extend our sincerest thanks to everyone on all sides of the organisation, for their patient, determination and passion that has kept us going regardless of outcomes.

Secondary Schools Rugby Union

Despite the challenges in 2021 we were still able to achieve full seasons in 90% of our Secondary School grades. However, the taste of disappointment lingers as the season was abandoned without a final round. The decision was

made to complete the season and the final standings as they sat with one round to go. This holds the prospect of still having promotion/relegation matches for the 1A and 1B competitions at the commencement of the 2022 season.

Despite two years of disrupted seasons and playing opportunities, the forward-thinking and implementation of new and exciting initiatives has seen the re-emergence of multiple secondary schools back into the various competitions in 2021 as well as a growth of three teams in 2020, this bodes well for the 2022 season where we again hope to complete a full year.

Auckland Secondary School 7’s

This year, the Auckland Rugby Secondary School 7’s tournaments were to be held at Marist Brothers Old Boys RFC on October 21 and 29. A change in venue was needed to accommodate the forecast of an increase in teams and alleviate the pressure around time constraints for the number of games. However, due to the Covid-19 lockdown, we shifted the tournaments to November 12 and 13. Sadly, these secondary dates had to be cancelled, and due to exams, there was no other viable window.

The tournament was looking very healthy again this year. We introduced development grades to mirror the current grades. This gave schools with new/up and coming sevens programmes an opportunity to play against teams of similar level. When the cancellation decision was made two weeks before entries closed, the total amount of entries were 54. Coupled with the 54 current entries with the suspected 20 teams to enter closer to the entry cut-off date, we would have been close to 70 teams, which would have seen a slight increase on last year. This continues to

show Sevens as a playing format that is continually growing in interest.

Junior Representative Rugby Under 14 & 16 Programs

Numerous regional skill days across the four regions in both the Under 14 and Under 16 space were delivered to over 600 participants. Players take part in various fitness tests and skill development they would not have received in their respective school programs. The ability to deliver across to a large number of players was only possible with the expertise of the four Rugby Delivery Leads across the long hours on the grass.

A total of 32 coaches from within the community were selected and engaged in all skill days, hosted by Auckland Rugby staff and Bunnings Warehouse NPC assistant coach Dan Bowden who delivered a superb insight into the level they operate in the professional game. A fantastic occasion for our coaches who were grateful for the development opportunity.

Excitement across the different regions gives us hope that 2022 will deliver a program of development and competitiveness whilst creating an engaging experience that we have seen over the previous year’s motivate and keep these young players excited.

Under 18 Programs (Boys)

The Auckland Under 18 programs consisted of three teams (Auckland 18s, Auckland Divisional 18s, Auckland Barbarians) that covered the whole range of 1st XV grades (1A, 1B, 1C). 27-man squads were selected for each team (81 total). A further 50 boys were selected to the Blues and seven to other franchise U18 teams.

Under 18 Programs (Girls)

The girls Auckland Secondary School

programs consisted of Central/West and South/East Girls Under 18 representative teams.

Both squads were selected from across all Auckland Secondary School Girls teams and players attended two days of trials to be considered for representative honours. The selection of this talented group of 52 young women augurs exceptionally well for the future of female rugby in Auckland and New Zealand.

Acknowledgements

Auckland Rugby would like to sincerely thank and acknowledge the ongoing commitment and dedication of all our stakeholders, coaches, managers, volunteers, and families who go above and beyond to ensure all our participants are provided a diverse range of opportunities, regardless of their experience or abilities. The realities of Covid-19 may continue to linger, but as a community we can rely on our determination, passion, and resilience to tackle any and all obstacles ahead. Bring on 2022!



Joe Blundell
Club Rugby Manager



Jarrod Syman
Rugby Experience & Schools Manager



GOODYEAR CLUB RUGBY AWARDS & FINAL STANDINGS

GOODYEAR CLUB RUGBY AWARDS

Top Premier Men's Points Scorer

Ignacio Costa (Eden)

Top Premier Women's Points Scorer

Grace Freeman (College Rifles)

Top Premier Try Scorer - Men's

Ignacio Costa (Eden) & Joe Cooke (College Rifles)

Top Premier Try Scorer - Women's

Mele Hufanga (Marist)

George Whyte Kicking Trophy

Most points gained by goal kicking in round robin, across all grades

Tyrone Elkington-MacDonald (Auckland University)

Best and Fairest Club Player

Niko Jones (Waitemata)

Women's Club Player of the Year

Maiakawanakaulani Roos (College Rifles)

Men's Club Player of the Year

Franck Friconnet (Eden)

Premier Men's Club Rookie of the Year

Caleb Tangitau (Grammar TEC)

Premier Women's Club Rookie of the Year

Abby Lockhart (Marist)

Most Promising Club Coach of the Year

Jack Halpin (Auckland University)

Club Coach of the Year

David Bateman (Eden)

Premier Referee of the Year

Antony Petrie

SPECIAL TROPHIES

Ash Edwards Memorial Trophy

For outstanding contribution to Auckland Rugby

Tom O'Hanlon (Eden)

Barrie Connell Memorial Trophy

For the Volunteer Club Administrator of the Year

Tamati Hawea & Noho-Ana Sheppard (East Tamaki Rugby Football Club)

Jordan Rosebowl

Highest aggregate points awarded by Auckland Rugby Referees, across all senior grades

Pakuranga United Rugby Club

The Southland Shield

Average championship points for Under-21 and Under-85kg

Marist Brothers Old Boys Rugby Club

The Silver Football

Average championship points across all grades

Eden Rugby Club

TROPHY WINNERS

Premier Men's

Waka Nathan Challenge Cup: Grammar TEC

Pollard Cup: Suburbs

Alan McEvoy Memorial Shield: Ponsonby

Sir Fred Allen Challenge Cup: Ponsonby

Finals winners

Gallaher Shield: Eden

Jubilee Trophy: Auckland University

Portola Trophy: Waitemata

Men's Premier Development

George Nicholson Cup: Eden

Tramways Memorial Cup: Pakuranga

Lawrie Knight Challenge Cup: Pakuranga

Peter Fatialofa Memorial Cup: University

Under-21

Arthur Bayliss Memorial Cup: Marist

Stan Foster Memorial Trophy: Pakuranga

Sir Wilson Whineray Challenge Cup:

Marist

Whetton Brothers Cup (round-robin

winners): Marist

First Grade

Bryan Williams Challenge Cup: Waitakere

Reuben O'Neill Cup (championship):

Waitakere

Peter Hall Cup (plate): Massey

Restricted weight (Under-85kg)

Speights Shield: Auckland University Squids

Maurice O'Connor Cup/Speights Trophy:

Auckland University Squids

Speights Plate: Pakuranga

Premier Women

Coleman Shield: Manurewa

Women's Premier Reserves 15s

Richards-Martin Shield: Albany

Barbarians

Women's 10s

Te Papapa

Secondary School Final Standings

1A	Kelston Boys High School
1B	Howick College
1C	Tamaki College
1RA	Auckland Grammar School
1RB	Mount Albert Grammar School
2A	St Peter's College
2B	De la Salle College
2C	Howick College
U15A	Sacred Heart College
U15B (Pool 1)	Botany Downs Secondary College
U15B (Pool 2)	Liston College
U14A	Sacred Heart College
U14B1	Tangaroa College
U14B2	Auckland Grammar School
5A	Sacred Heart College
5B	Rosehill College
5C	Macleans College
6A	Auckland Grammar School
6B	Sancta Maria College
U15R	Auckland Grammar School
G1stXV	Mount Albert Grammar School
G10 (Pool 1)	Howick College
G10 (Pool 2)	Epsom Girls Grammar School



2021 BUNNINGS WAREHOUSE NPC RESULTS



Round 1	HOME	Auckland v Canterbury	38-24 (WIN)
Round 2	AWAY	Auckland v Tasman	11-16 (LOST)

Remainder of season cancelled (Covid-19)

Played 2 | Won 1 | Lost 1

2021 FARAH PALMER CUP RESULTS



Round 1	HOME	Auckland v Bay of Plenty	44-12 (WIN)
Round 2	AWAY	Auckland v Otago	39-15 (WIN)
Round 3	HOME	Auckland BYE	
Round 4	HOME	Auckland v Canterbury	7-32 (LOST)
Round 5	AWAY	Auckland v Counties Manukau	13-10 (WIN)

Remainder of season cancelled (Covid-19)

Played 4 | Won 3 | Lost 1

AUCKLAND RUGBY BY THE NUMBERS

5 ALL BLACKS



7 BLACK FERNS



7 NEW ZEALAND UNDER 20s



53 ALL-GIRLS TEAMS
(4 IN 2018)

FIRST EVER
RUGBYSMART DELIVERED IN
PASIFIKA LANGUAGE



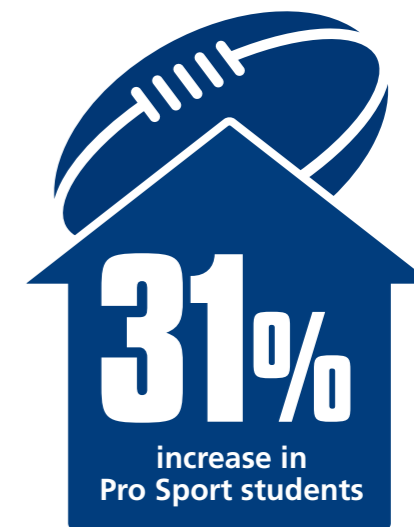
22 SUPER
RUGBY PLAYERS



19 PLAYERS NAMED IN
FIRST EVER BLUES
WOMEN'S SQUAD



7% INCREASE IN
REGISTERED
REFEREES



OVER
10,000 KIDS
PARTICIPATED IN RUGBY
EXPERIENCES AT SCHOOL

19,915 REGISTERED
PLAYERS

FOLLOWERS

f 125,000

@ 41,000

103,494
CONVERSATIONS
PER MONTH

**EDEN WINS
THEIR FIRST
GALLAHER
SHIELD
IN 99 YEARS**

NATIONAL HONOURS AND REPRESENTATIVE AWARDS

NATIONAL HONOURS

All Blacks

Akira Ioane
Angus Ta'avao
Ofa Tu'ungafasi
Patrick Tuipulotu
Rieko Ioane

Black Ferns

Aldora Itunu
Aleisha Pearl Nelson
Eloise Blackwell
Liana Mikaele-Tu'u
Maiakawanakaulani Roos
Patricia Maliepo
Ruahei Demant

Māori All Blacks

Marcel Renata

Black Ferns 7s

Theresa Fitzpatrick

All Blacks 7s

Caleb Clarke
Kitiona Vai
Tone Ng Shiu

New Zealand Under 20

Corey Evans
Josh Fusitua
Manu Paea
Meihana Grindlay
Soane Vivena
Sione Ahio
Vaiolini Ekuasi

New Zealand Secondary Schools

Che Clarke
Chicago Doyle
Esau Filimoehala
Essendon Tuitupou
Francis Manuleleua
Gage Jackson
Matt Monaghan
Riley Williams
Tony Tafa
Gus Leger (Coach)

New Zealand Barbarian Under 18

Ajay Faleafaga
Faka'aongo Lea'aemanu
Jeremiah Asi
Sam Hainsworth-Fa'aofo
Sam Howling
Senita Lauaki
James Hantz (Coach)

New Zealand Māori Under 18 Boys

Cullen Gray
Jade Stewart

New Zealand Māori Under 18 Girls

Samaria Eva Kaipo



AUCKLAND REPRESENTATIVE TEAMS

Whilst we were able to get a full senior club season in, unfortunately Covid-19 played its part in disrupting the planned 2021 representative season. Only the Women's Thunder team were able to complete their campaign with the Auckland B's managing to play one game, otherwise all other games and campaigns were cancelled.

However, we would like to acknowledge the players selected this season for higher honours and thank all our coaches and management, not only on congratulating them on their appointments, but also their patience and commitment displayed in keeping players motivated during this challenging period.

Results

Team: B's

14 August	v Northland	58 - 17
-----------	-------------	---------

Played 1 | Won 1 | Lost 0 | Points For 58 | Against 17

Coaches: Greg Aldous, Brad Mika, Jeff Jerome **Manager:** Paul Gianotti

Team: Thunder (Women)

24 July	v Waikato B	20 - 26
31 July	v Counties B	44 - 10
15 August	v Northland B	47 - 17

Played 3 | Won 2 | Lost 1 | Points For 111 | Against 53

Coaches: Rocky Khan, Linda Itunu, Taniela Namoa **Manager:** Jody Wong

Team: Under 19

No games played

Coaches: Brent Semmons, Jono Hickey, Gus Leger

Manager: Brent Ward

AUCKLAND RUGBY UNION INC. FINANCIAL STATEMENTS



SPECIAL PURPOSE CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

For the year ended 31 October 2021

	Note	2021 \$ '000	2020 \$ '000
Revenue and other income			
Revenue	3	7,656	7,424
Other revenue	4	842	1,422
Other income	4	327	110
		8,825	8,956
Less: expenses			
Administration expenses		(1,633)	(2,191)
Community expenses		(2,470)	(2,298)
Commercial & High Performance expenses		(4,756)	(4,759)
		(8,859)	(9,248)
Net profit/(loss) before equity accounting		(34)	(292)
Share of net profits / (losses) of associate accounted for using the equity method	12	12	340
Profit / (loss) for the year		(22)	48
Other comprehensive income for the year		-	-
Total comprehensive income / (loss)		(22)	48

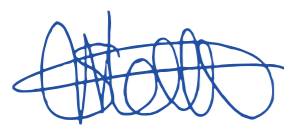
The accompanying notes form part of these financial statements.

SPECIAL PURPOSE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 October 2021

	Note	2021 \$ '000	2020 \$ '000
Current assets			
Cash and cash equivalents	6	10,796	11,491
Receivables	7	3,760	3,071
Inventories	8	45	54
Investments in managed funds	9	4,265	3,938
Other assets	10	139	138
Total current assets		19,005	18,692
Non-current assets			
Receivables	7	1,578	1,578
Equity accounted investments	12	767	755
Property, plant and equipment	11	423	496
Total non-current assets		2,768	2,829
Total assets		21,773	21,521
Current liabilities			
Payables	13	8,023	7,603
Provisions	14	266	247
Other liabilities	15	221	361
Total current liabilities		8,510	8,211
Non-current liabilities			
Other liabilities	15	-	25
Total non-current liabilities		-	25
Total liabilities		8,510	8,236
Net assets		13,263	13,285
Equity			
Retained earnings		13,263	13,285
Total equity		13,263	13,285

For and on behalf of the Board of Directors on 23 November 2021



Stu Mather
Director



Tony Catton
Director

The accompanying notes form part
of these financial statements.

SPECIAL PURPOSE CONSOLIDATED STATEMENT OF MOVEMENTS IN RETAINED FUNDS

For the year ended 31 October 2021

	2021 \$ '000	2020 \$ '000
Retained earnings		
Balance at beginning of the year	13,285	13,237
Profit / (loss) for the year	(22)	48
Total comprehensive income	(22)	48
Balance at the end of the year	13,263	13,285

The accompanying notes form part of these financial statements.

SPECIAL PURPOSE CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 October 2021

	Note	2021 \$ '000	2020 \$ '000
Cash flow from operating activities			
Receipts from customers, funding and sponsorship		7,146	7,798
Receipts from government subsidies		448	1,036
Payments to suppliers and employees		(8,257)	(3,758)
Interest received		45	141
Net cash provided by / (used in) operating activities		(618)	5,217
Cash flow from investing activities			
Payment for property, plant and equipment		(87)	(65)
Payment for Blues Limited Partnership capital call		-	(177)
Net cash used in investing activities		(87)	(224)
Cash flow from financing activities			
Proceeds from loans and advances to related parties		10	18
Net cash provided by financing activities		10	18
Reconciliation of cash			
Cash at beginning of the financial year		11,491	6,498
Net increase / (decrease) in cash held		(695)	4,993
Cash at end of financial year		10,796	11,491

The accompanying notes form part of these financial statements.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report covers Auckland Rugby Union Incorporated and its consolidated entities and jointly controlled entity (the 'Group'). Auckland Rugby Union Incorporated is an incorporated entity under the Incorporated Societies Act 1908.

The special purpose financial statements comprise the special purpose consolidated statement of financial position as at 31 October 2021, the special purpose consolidated statements of financial performance, movements in retained funds and cash flows for the year then ended, a summary of significant accounting policies as well as notes to these special purpose consolidated financial statements ("the financial statements").

The Group currently has no reporting requirement under legislation. The financial statements have been prepared for the Group based on accounting policies approved by the Board.

The following specific accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report:

(a) Basis of preparation of the financial report

Historical cost convention

The financial statements have been prepared under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the accounting policies.

Functional and presentation currency

The financial statements of each entity within the consolidated entity is measured using the currency of the primary economic environment in which that entity operates (the functional currency). The financial statements are presented in New Zealand dollars which is the consolidated entity's functional and presentation currency.

Rounding of amounts

The amounts in the financial statements have been rounded to the nearest thousand dollars, or in certain cases, to the nearest dollar (where indicated).

Significant accounting estimates and judgements

The preparation of the financial statements requires the use of certain estimates and judgements in applying the Group's accounting policies. Those estimates and judgements significant to the financial statements are disclosed in Note 2 to the financial statements.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

(b) Going concern

These financial statements have been prepared on a going concern basis, which contemplates continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business.

Global pandemic of coronavirus disease 2019

The COVID-19 pandemic declared on 11 March 2020 is ongoing. Governments and regulators worldwide (including in New Zealand) continue to implement a range of public health and social measures to prevent and contain the transmission of COVID-19, and economic responses to provide financial stimulus and welfare support to mitigate the economic impacts of the pandemic. Public health and social measures implemented include: restrictions on travel / non-essential movement, entry bans / closure of borders, quarantines, temporary closure of non-essential businesses and schools, and the cancellation of gatherings and events. The pandemic and these public health and social measures have had an immediate impact on many entities ability to operate (including sporting organisations), which has lowered overall economic activity and confidence, reduced demand for many goods and services, and resulted in significant volatility and instability in the financial markets.

The Group is involved in delivering amateur and professional rugby in Auckland City. Under the public health and social measures implemented in New Zealand, the Group was not classified as a provider of essential services and was unable to fully undertake its normal business activities in the ordinary course of business during the more restrictive phases of New Zealand's public health and social responses. Since the pandemic was declared and up to the date of signing these financial statements, the Group's earnings, cash flow and financial position have been significantly impacted from its financial year 2019. The Group's revenue is predominantly derived from sponsorship income, grants and funding from the New Zealand Rugby Union, which have been maintained during the 2021 year in comparison to the 2020 year (decrease by 1%), however down significantly down in comparison to the 2019 year (decrease by 14%). Given the unprecedented nature of the pandemic, the scale and duration of the pandemic remain uncertain as at the date of signing these financial statements, however, they will undoubtedly impact the Group's ability to attract new sponsors and maintain revenue levels from existing sponsors and donors, and in turn impact its financial position, financial performance and cash flows. The Group has concluded there has been an overall increase in the level of inherent uncertainty in the significant accounting estimates and judgements applied by Management in the preparation of these financial statements (refer to note 2).

As at date of signing these financial statements, it is not possible to estimate the impact of the COVID-19 pandemic's short and long-term effects, or the New Zealand Government's efforts to combat the outbreak and support businesses. As such, it is not practicable to provide further quantitative or qualitative estimates of the potential impact of this outbreak on the Group at this time. As at date of signing these financial statements, the Group has cash at bank or short term deposit of \$10.8m which provide sufficient operating cashflows for the Group's immediate requirements. The Directors and Management have considered and reaffirmed the Group's application of the going concern basis of accounting remains appropriate as at date of the signing of these financial statements.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

These financial statements have been prepared based upon conditions existing as at 31 October 2021 and consider those events occurring subsequent to that date that provides evidence of conditions that existed at the end of the reporting date. As the outbreak of the COVID-19 pandemic occurred before 31 October 2021 its impacts are considered an event that is indicative of conditions that arose prior to reporting period. Accordingly, as at the date of signing these financial statements, all reasonably known and available information with respect to the COVID-19 pandemic has been taken into consideration in the critical accounting estimates and judgements applied by Management (refer to note 2 below) and all reasonably determinable adjustments have been made in preparing these financial statements.

(c) Principles of consolidation

The financial statements are those of the consolidated entity ("the Group"), comprising the financial statements of the parent entity and all of the entities the parent controls. The Group controls an entity where it has the power, for which the parent has exposure or rights to variable returns from its involvement with the entity, and for which the parent has the ability to use its power over the entity to affect the amount of its returns.

The financial statements of subsidiaries are prepared for the same reporting period as the parent entity, using consistent accounting policies. Adjustments are made to bring into line any dissimilar accounting policies which may exist.

All inter-company balances and transactions, including any unrealised profits or losses have been eliminated on consolidation. Subsidiaries are consolidated from the date on which control is obtained by the Group and are de-recognised from the date that control ceases.

Equity interests in a subsidiary not attributable, directly or indirectly, to the Group are presented as non-controlling interests. Non-controlling interests are initially recognised either at fair value or at the non-controlling interests' proportionate share of the acquired entity's net identifiable assets. This decision is made on an acquisition-by-acquisition basis. Non-controlling interests in the results of subsidiaries are shown separately in the special purpose consolidated statement of financial performance and the special purpose consolidated statement of financial position respectively.

(d) Investments in associates

An associate is an entity over which the Group is able to exercise significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies.

The Group's interests in associates are accounted for using the equity method after initially being recognised at cost. Under the equity method, the Group's share of the profits or losses of the associate is recognised in the Group's profit or loss.

Unrealised gains and losses on transactions between the Group and an associate are eliminated to the extent of the Group's interest in the associate.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

(e) Revenue

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from the rendering of services is recognised upon the delivery of the service to the customers. The Group has applied the following specific revenue recognition policies:

Match Fees

NPC match fees and test match fees are recognised as revenue when the match is held on an accrual basis.

Grant and New Zealand Rugby Union Funding

Funding with specific use is recognised when the requirements under the agreement have been met. Any funding with specific use for which the requirements under the agreement have not been completed are carried as liabilities until all the conditions have been fulfilled. Funding which is not subject to restrictions or conditions is recognised as revenue at the time of receipt.

Merchandise Sales

Merchandise sales are recognised when the significant risks and rewards of ownership of the goods have passed to the buyer being at the time of sale.

Sponsorship

The Group have various sponsorship contra arrangements, whereby the transactions are not settled by cash, but through offsetting services/products supplied. Non-cash contra revenue is recognised at normal commercial rates in the period it arises with an offsetting contra expense recognised.

Sponsorship received in cash is recognised as revenue in advance until all the services under the sponsorship agreement have been provided, at which point the sponsorship is recognised as revenue.

Membership

Membership revenue is recognised on a straight-line basis throughout the period covered by the membership. Memberships purchased for future seasons are recognised as revenue in advance for the proportion of matches that the tickets are still valid for after balance date.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

(f) Other revenue and other income

Dividend and other distributions

Dividend and other distribution revenue is recognised when the right to receive a dividend or other distribution has been established. Dividends and other distributions received from associates and joint venture entities are accounted for in accordance with the equity method of accounting.

Interest

Interest revenue is measured in accordance with the effective interest method.

(g) Goods and services tax (GST)

Revenues, expenses and purchased assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Inland Revenue Department. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the special purpose consolidated statement of financial position are shown inclusive of GST.

Cash flows are presented in the special purpose consolidated statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(h) Income tax

The Group is exempt from income tax as a promoter of amateur sport, under section CW 46 of the Income Tax Act 2007.

(i) Cash and cash equivalents

Cash and cash equivalents include cash on hand and at banks, short-term deposits with an original maturity of 12 months or less held at call with financial institutions, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the special purpose consolidated statement of financial position.

(j) Receivables

Receivables are recorded at the amount due, less any provision for uncollectability. A receivable is considered uncollectable when there is evidence the amount due will not be fully collected. The amount that is uncollectable is the difference between the amount due and the present value of the amount expected to be collected.

(k) Inventories

Inventories held for sale are measured at the lower of cost and net realisable value.

Inventories held for distribution at no or nominal consideration are measured at lower of cost and current replacement cost.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

(l) Investments

Managed fund investments are stated at their fair value based on the quoted price as at year end. Any gains or losses generated as a result of the revaluation is recognised in the profit or loss.

(m) Property, plant and equipment

Each class of plant and equipment is measured at cost or fair value less, where applicable, any accumulated depreciation and any accumulated impairment losses.

Plant and equipment

Plant and equipment is measured on the cost basis.

Depreciation

The depreciable amount of all other property, plant and equipment is depreciated over their estimated useful lives commencing from the time the asset is held available for use, consistent with the estimated consumption of the economic benefits embodied in the asset.

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

Class of fixed asset	Useful life	Depreciation basis
Leasehold improvements	4 to 10 years	Straight line
Motor vehicles	5 to 10 years	Straight line
Furniture, fittings, IT & equipment	2 to 10 years	Straight line

(n) Impairment of non-financial assets

Assets other than goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are assessed for impairment whenever events or circumstances arise that indicate the asset may be impaired.

An impairment loss is recognised when the carrying amount of an asset or cash generating unit exceeds the asset's or cash generating unit's recoverable amount. The recoverable amount of an asset or cash generating unit is defined as the higher of its fair value less costs to sell and value in use (where 'value in use' is determined as the present value of the future cash flows expected to be derived from an asset or cash-generating unit).

Impairment losses in respect of individual assets are recognised immediately in profit or loss.

(o) Creditors and accruals

Creditors and accruals are initially measured at fair value net of transaction costs and are subsequently measured at amortised cost using the effective interest method.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

(p) Employee benefits

(i) Short-term employee benefit obligations

Liabilities arising in respect of wages and salaries, annual leave and other employee benefits (other than termination benefits) expected to be settled wholly before twelve months after the end of the reporting period are measured at the (undiscounted) amounts based on remuneration rates which are expected to be paid when the liability is settled. The expected cost of short-term employee benefits in the form of compensated absences such as annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables in the special purpose consolidated statement of financial position.

(ii) Defined contribution superannuation plan

The Group makes superannuation contributions to the employee's defined contribution superannuation (i.e. KiwiSaver) plan of choice in respect of employee services rendered during the year. These superannuation contributions are recognised as an expense in the same period when the related employee services are received. The Group's obligation with respect to employee's defined contribution entitlements is limited to its obligation for any unpaid superannuation guarantee contributions at the end of the reporting period. All obligations for unpaid superannuation guarantee contributions are measured at the (undiscounted) amounts expected to be paid when the obligation is settled and are presented as current liabilities in the special purpose consolidated statement of financial position.

(iii) Bonus plan

The Group recognises a provision when a bonus is payable in accordance with the employee's contract of employment, and the amount can be reliably measured.

(q) Leases

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and benefits incidental to ownership.

Operating leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as an expense on a straight-line basis over the term of the lease.

Lease incentives received under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

NOTE 2: SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

(a) Applicability of the going concern basis of accounting

Whilst the COVID-19 pandemic and the public health, social and economic measures have lowered overall economic activity and confidence (as described in note 1(b) above), management have assessed and determined that the Group's application of the going concern basis of accounting remains appropriate. Management has applied judgement, having undertaken the responses and considerations described in note 1(b) to reaffirm the Group's application of the going concern basis of accounting remains appropriate.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

	Note	2021 \$ '000	2020 \$ '000
NOTE 3: REVENUE			
NPC Match Fees		248	453
Sponsorship		1,320	1,358
North and South Trust Limited Funding		2,165	1,814
Test Match Fees		856	588
New Zealand Rugby Union Funding		2,637	2,546
Commercial Initiatives		178	351
Service & Fees Revenue - Blues Limited Partnership		252	314
		7,656	7,424

During the year the Group received grants of \$2,165,000 (2020: \$1,813,500) from North and South Trust Limited. Under the terms of the authorised purpose statement of North and South Trust Limited, the grants received are required to be used to support and encourage amateur games or sport where the game or sport is conducted for the benefit of the general public.

NOTE 4: OTHER REVENUE AND OTHER INCOME

Other revenue:

Cash distributions from investments in managed funds		46	46
Interest income		45	141
Government subsidy		448	1,036
Other revenue		303	199
		842	1,422

Other Income:

Gain on fair value adjustments	9	327	110
		327	110

NOTE 5: OPERATING PROFIT

Profit / (losses) before income tax has been determined after:

Depreciation		159	162
Employee benefits:			
- Short term benefits		5,034	4,973
- KiwiSaver contributions		133	128
		5,167	5,101

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

	Note	2021 \$ '000	2020 \$ '000
NOTE 6: CASH AND CASH EQUIVALENTS			
Cash at bank		5,685	2,179
Cash on short term deposit		5,111	9,312
		10,796	11,491

NOTE 7: RECEIVABLES

CURRENT

Receivables		117	324
GST receivable		114	-
Amounts receivable from:			
- other related parties	16	3,529	2,747
		3,760	3,071

NON CURRENT

Amounts receivable from:

- other related parties	16	1,578	1,578
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NOTE 8: INVENTORIES

CURRENT

Finished goods		45	54
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NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 9: INVESTMENTS IN MANAGED FUNDS

Reconciliation of the carrying amounts of investments in managed funds at the beginning and end of the current financial year.

	Milford Funds Limited \$ '000	Nikko Asset Management New Zealand Limited \$ '000	Total \$ '000
2021			
Opening value	1,845	2,093	3,938
Gain in fair value	122	205	327
Closing value	1,967	2,298	4,265
2020			
Opening value	1,886	1,942	3,828
Gain/(loss) in fair value	(41)	151	110
	1,845	2,093	3,938

The investments in management funds are highly liquid and readily convertible to cash within 3 business days and are therefore considered current assets.

NOTE 10: OTHER ASSETS

CURRENT

	2021 \$ '000	2020 \$ '000
Prepayments	91	85
Other current assets	48	53
	139	138

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 11: PROPERTY, PLANT AND EQUIPMENT

	2021 \$ '000	2020 \$ '000
Leasehold improvements at cost	1,379	1,375
Accumulated depreciation	(1,200)	(1,143)
	179	232
Motor vehicles at cost	17	17
Accumulated depreciation	(12)	(11)
	5	6
Furniture, fittings, IT and equipment at cost	1,059	977
Accumulated depreciation	(820)	(719)
	239	258
Total property, plant and equipment	423	496

(a) Reconciliations

Reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year

Leasehold improvements

	2021 \$ '000	2020 \$ '000
Opening carrying amount	232	287
Additions	–	3
Depreciation expense	(53)	(58)
Closing carrying amount	179	232

Motor vehicles

	2021 \$ '000	2020 \$ '000
Opening carrying amount	6	8
Depreciation expense	(1)	(2)
Closing carrying amount	5	6

Furniture, fittings, IT and equipment

	2021 \$ '000	2020 \$ '000
Opening carrying amount	258	299
Additions	87	62
Disposals	(1)	(1)
Depreciation expense	(105)	(102)
Closing carrying amount	239	258

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 12: INVESTMENTS ACCOUNTED FOR USING EQUITY METHOD

The Group has a 38.75% ownership interest in the Blues Limited Partnership. The Blues Limited Partnership was established to manage the licence granted to it by the New Zealand Rugby Union to operate the Blue Super Rugby franchise, which represents the regions of Auckland, North Harbour and Northland in the SANZAR Super Rugby competition. The Blues Limited Partnership holds an eight-year franchise license, from 2013 - 2020 inclusive.

On 30 September 2020, the license agreement to manage the Blues rugby team expired. The Board has obtained a Memorandum of Understanding from the New Zealand Rugby Union regarding the planned 2022 Super Rugby competition and its intention to extend the license agreement with the Blues Limited Partnership.

In 2020 the Blues Limited Partnership called upon unpaid capital from the limited partners, not the Group, during the year. This call for unpaid capital did not result in any changes to the limited partners ownership interests. At 31 October 2021, the Group has uncalled capital of \$56,958 (2020: \$56,958).

The Group accounts for the Blues Limited Partnership as an associate using the equity method of accounting on the basis of significant influence. The Group's proportion of voting power held in the associate is the same as its ownership interest.

The equity accounted profit or loss from the Blues Limited Partnership is based on audited financial statements for the year ended 31 August 2021 and adjusted to take into account the 12 months to 31 October 2021.

	Note	2021 \$ '000	2020 \$ '000
Opening balance at 1 November		755	237
Share of profit		12	340
Capital called		-	178
Closing balance at 31 October		767	755

NOTE 13: PAYABLES

CURRENT

Unsecured liabilities

Trade creditors		495	915
Amounts payable to:			
- other related parties	16	6,927	5,234
Sundry creditors and accruals		601	1,454
		8,023	7,603

NOTE 14: PROVISIONS

CURRENT

Employee benefits		266	247
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NOTE 15: OTHER LIABILITIES

CURRENT

Deferred income		221	361
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NON CURRENT

Deferred income		-	25
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NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 16: RELATED PARTY TRANSACTIONS

The following parties are considered related to the Group:

Subsidiaries

The subsidiaries of the Group include Auckland Rugby Promotions Limited and non-trading entities Gallagher Investments Limited, Potters Park Limited and Auckland Blues Limited.

Eden Park Trust

The Group hires Eden Park from the Eden Park Trust and has provided the Eden Park Trust with loans, the terms of which are set out in note 16(d). The Group is related to the Eden Park Trust by virtue of having two trustees, out of nine, on the Eden Park Trust Board.

Auckland Rugby Clubs

The Group operates for the benefit of amateur rugby and provides operational support to affiliated rugby clubs. The Group is related to the clubs by virtue of the Clubs being members of the Group.

New Zealand Rugby Union

The Group transact with the New Zealand Rugby Union in respect of the staging of test matches at Eden Park. The Group receives bulk funding based upon current registered player numbers which is received from New Zealand Rugby Union on a calendar year basis.

In addition, the Group transacts with the New Zealand Rugby Union in respect of the contracting of professional rugby players. New Zealand Rugby Union is related to the Group as Auckland Rugby Union is a member of New Zealand Rugby Union.

Blues Limited Partnership

The Group has a 38.75% ownership interest in the Blues Limited Partnership. The Group accounts for the Blues Limited Partnership as an associate using the equity method of accounting on the basis of significant influence.

(a) Transactions with other related parties

During the financial year ended 31 October 2021, the following transactions were undertaken with significant related parties.

	2021 \$ '000	2020 \$ '000
Blues Limited Partnership - Services and fees revenue	252	314
Eden Park Trust - Venue hire and services received	(531)	(529)
New Zealand Rugby Union - Funding	2,637	2,546

(b) Transactions with directors

Remuneration paid to directors during the year amounted to \$36,000 (2020: \$36,000).

There have been no dealings with directors or parties related to the directors on terms other than in the ordinary course of business.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 16: RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Balances with related parties

As at 31 October 2021, the following balances were outstanding with significant related parties.

	2021 \$ '000	2020 \$ '000
Receivable		
Blues Limited Partnership	–	3
Eden Park Trust	1,297	848
New Zealand Rugby Union	2,143	1,797
	3,440	2,648
Payable		
Auckland Rugby Member Clubs	(1)	(4)
Blues Limited Partnership	(1)	(3)
Eden Park Trust	(638)	(841)
New Zealand Rugby Union	(6,287)	(4,386)
	(6,927)	(5,234)

(d) Loans to related parties

As at 31 October 2021, the following loans to significant related parties were outstanding.

Current		
Auckland Rugby Member Clubs	42	52
Eden Park Trust	47	47
	89	99
Non-current		
Blues Limited Partnership	535	535
Eden Park Trust	1,043	1,043
	1,578	1,578

Current loans to Eden Park Trust are in respect of the Gate 24 Kiosk, which have no fixed repayment date as long as the merchandise shop remains rent-free.

Non-current loans to Eden Park Trust are unsecured, have no fixed repayment date and are interest free. The Group has no intention of recalling these loans within the next financial year.

NOTES TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

For the year ended 31 October 2021

NOTE 16: RELATED PARTY TRANSACTIONS (CONTINUED)

Current loans to the Blues Limited Partnership shall be at 0% interest, and no interest shall accrue on the loan until such time the Group give notice to the Board of the Blues Limited Partnership that the loan shall bear interest. The Blues Limited Partnership may repay all or part of the loan at any time without penalty. The loans are repayable on the earlier of the termination of the license granted to it by the NZRU to operate the Blues Super Rugby franchise, or notice being given by the Group specifying the repayment date.

NOTE 17: CAPITAL AND LEASING COMMITMENTS

As at 31 October 2021, the Group had no capital commitments (2020: \$Nil).

(a) Operating lease commitments

Non-cancellable operating leases contracted for but not capitalised in the financial statements:

	2021 \$ '000	2020 \$ '000
Payable		
- not later than one year	163	166
- later than one year and not later than five years	163	245
	326	411

The Group enters into operating leases for vehicles and IT equipment.

NOTE 18: EVENTS SUBSEQUENT TO REPORTING DATE

There has been no other matter or circumstance, which has arisen since 31 October 2021 that has significantly affected or may significantly affect:

- the operations, in financial years subsequent to 31 October 2021, of the Group, or
- the results of those operations, or
- the state of affairs, in financial years subsequent to 31 October 2021, of the Group.

INDEPENDENT AUDITOR'S REPORT

To the Members of Auckland Rugby Union Incorporated

Report on the Audit of the Special Purpose Consolidated Financial Statements

Opinion

We have audited the special purpose consolidated financial statements of Auckland Rugby Union Incorporated and its subsidiaries ('the Group') on pages 36 to 54, which comprise the special purpose consolidated statement of financial position as at 31 October 2021, and the special purpose consolidated statement of financial performance, special purpose consolidated statement of movements in retained funds and special purpose consolidated statement of cash flows for the year then ended, and notes to the special purpose consolidated financial statements, including significant accounting policies.

In our opinion, the accompanying special purpose consolidated financial statements are prepared, in all material respects, in accordance with the accounting policies approved by the Board (refer to Note 1 of the special purpose consolidated financial statements).

Our report is made solely to the Members of the Group. Our audit work has been undertaken so that we might state to the Members of the Group those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members of the Group as a body, for our audit work, for our report or for the opinions we have formed.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) ('ISAs (NZ)'). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Special Purpose Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 (Revised) *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* ('IESBA Code'), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor, our firm is also a sponsor of the Group. The sponsorship has not impaired our independence.

Our firm also carries out other assignments for the Group in the areas of consolidated financial statements compilation services. Appropriate safeguards have been applied to reduce the threat to our independence to an acceptable level. These safeguards include having individuals in our firm who are not members of the engagement team perform the assignments. The provision of these other services has not impaired our independence.

Emphasis of Matter – Basis of Accounting and Restriction on Distribution and Use

We draw attention to Note 1 of the special purpose consolidated financial statements, which describes the basis of accounting. The financial statements are prepared to provide the members information about the results of operations, financial position and cash flows and illustrate the financial performance of the Group. As a result, the special purpose consolidated financial statements may not be suitable for another purpose. Our report is intended solely for the Group and the Members of the Group and should not be distributed to parties other than the Group or the Members. Our opinion is not modified in respect of this matter.

Emphasis of Matter – Increased level of inherent uncertainty arising from the ongoing global pandemic of coronavirus disease 2019

We draw attention to Note 1(b) of the special purpose consolidated financial statements, which describes the impact of the ongoing global pandemic of the novel coronavirus disease 2019 ('COVID-19') and Management's assessment of, and responses to, this pandemic on the Group. Since March 2020 the COVID-19 pandemic has lowered overall economic activity and confidence, resulting in significant volatility and instability in financial markets and economic uncertainty. Consequently, there has been an increase in the level of inherent uncertainty in the critical accounting estimates and judgements applied by Management in the preparation of these special purpose consolidated financial statements, described in Note 1(b) of the special purpose consolidated financial statements. As at the date of the signing of these special purpose consolidated financial statements, all reasonably known and available information with respect to the COVID-19 pandemic has been taken into consideration in the critical accounting estimates and judgements applied by Management, and all reasonably determinable adjustments have been made in preparing these financial statements. Our opinion is not modified in respect of this matter.

Other Information

Those Charged with Governance are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 31 October 2021 (but does not include the special purpose consolidated financial statements and our auditor's report thereon).

Our opinion on the special purpose consolidated financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the special purpose consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent

with the special purpose consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Those Charged with Governance for the Special Purpose Consolidated Financial Statements

Those Charged with Governance are responsible on behalf of the Group for the preparation of the special purpose consolidated financial statements in accordance with the accounting policies approved by the Board (refer to Note 1 of the special purpose consolidated financial statements), and for such internal control as Those Charged with Governance determine is necessary to enable the preparation of the special purpose consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the special purpose consolidated financial statements, Those Charged with Governance are responsible on behalf of the Group for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Those Charged with Governance either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Special Purpose Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the special purpose consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these special purpose consolidated financial statements.

A further description of the auditor's responsibilities for the audit of the special purpose consolidated financial statements is located at the External Reporting Board's website at:

<https://www.xrb.govt.nz/assurance-standards/auditors-responsibilities/audit-report-7/>

Baker Tilly Staples Rodway

BAKER TILLY STAPLES RODWAY AUCKLAND

Auckland, New Zealand

23 November 2021



