

Approval of Final TAU Statement of Intent 2025-28

Report to the Board of Tātaki Auckland Unlimited

Meeting date	30 July 2025
Author	James Robinson, Head of Strategy and Planning
Approved by	Justine White, Chief Operating Officer
Purpose of paper	For Approval
Company and/or Trust paper	Company and Trust
Proposed resolution	That the Board: 1. Approve the final TAU Statement of Intent 2025-28 for delivery to Auckland Council.

PURPOSE – Te Pūtake

This paper seeks approval of the final Tātaki Auckland Unlimited (TAU) Statement of Intent (SOI) 2025-28 (Attachment 1) for delivery to Auckland Council on or by 31 July 2025.

BACKGROUND – He Whakamārama

The Local Government Act requires all CCOs to prepare a SOI each year. The TAU SOI 2025-28 states our activities, intentions, financials and KPIs over the next three years according to our strategic priorities and the Auckland Council objectives to which those activities contribute. As such, it provides the strategic link between the Auckland Plan 2050 and Tātaki Auckland Unlimited's operational activities.

On 1 April 2025, a board approved draft TAU SOI 2025-28 was delivered to Council for shareholder feedback.

Formal shareholder feedback was received on 22 May 2025 (Attachment 2) and Auckland Council's Annual 2025/26 including our final annual budget for FY 2025/26 was agreed and approved by the council in June.

As part of the statutory process of developing and finalising our SOI, a public TAU board meeting was held on 2 July 2025 to consider shareholder comments.

Attachment 3 provides an overview of how key points raised via formal shareholder feedback have been addressed in the final TAU SOI 2025-28.

In addition to responding to the shareholder feedback, further changes have been made to the draft SOI submitted on 1 April as a result of the following:

1. **TAU 3 Year Plan:** the SOI has been updated to align to the framework and key content of the TAU 3 Year Plan. While the two documents do not directly mirror each other there is a high degree of alignment.
2. **Finalisation of the Auckland Council Annual Plan:** in particular this has allowed for the finalisation of the Financial Statements including the migration of the TAU economic development function to Auckland Council. The Forecast Financial Statements as

included, have been reviewed and approved by the Risk and Finance Committee on 23 July.

3. **Other operational updates:** reflecting changes that have occurred or decisions that have been made since the draft SOI was delivered on 1 April (e.g. Decisions relating to the Western Springs Stadium and North Harbour Stadium EOI processes).
4. **Final Board and ELT review:** as a result of final reviews by the board and ELT, a number of minor editorial changes have been incorporated.

FINANCIAL – Ngā take pūtea

Financial data including forecast financial statements (Appendix 2) have been incorporated into the attached final SOI for Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust. At the consolidated level, this financial data is aligned with the final Auckland Council Annual Plan 2025/26, as noted.

RISK – Ngā Tūraru

No significant risks are associated with the approval of the final Tātaki Auckland Unlimited SOI 2025-28.

LEGAL – Ngā take ture

The final SOI remains consistent with the legal advice received on the structuring of our previous SOIs as a merged entity (company + trust). This advice recommended that the SOI should include:

- A preamble describing the entity and the relationship between the company and the trust.
- A section describing activities and operations.
- Separate KPIs/performance measurements for the company and the trust. These are presented in a single table, with company and trust KPIs clearly identified via a footnote.
- Consolidated financials for the merged TAU operational activity in the body of the SOI and separate financials for the company and the trust in Appendices 1 and 2.

In addition, to conform with the Local Government Act, significant accounting policies for each entity are included at Appendix 3 of the SOI.

CLIMATE CHANGE AND SUSTAINABILITY – Hurihanga Āhuarangi me te Toitūtanga

The TAU SOI 2025-28 covers our alignment with Auckland Council's Climate Plan, *Te Tāruke-a-Tāwhiri*, and our own *TAU Climate Change and Environmental Sustainability Plan*.

The Climate Change and Sustainability team have been consulted on and reviewed the final SOI.

MĀORI OUTCOMES – Ngā Aronga Māori

The TAU SOI 2025-28 covers our alignment with Auckland Council's recently refreshed Māori Outcomes Performance Measurement Framework, *Tamaki Ora* (previously *Kia Ora Tamaki Makaurau*) and aligns with our Māori Outcomes Plan for Tātaki Auckland Unlimited,

Te Mahere Aronga. It is noted that over 2025/26 we will review our Māori Outcomes plan to align with the refreshed council framework.

The TAU Māori Outcomes team have reviewed and provided feedback on the final SOI.

MARKETING, COMMS, GROWTH & LEVERAGE – Whakatairanga, Pāpāho, Whanaketanga, me te huanga

The Head of Marketing, Communications and Growth has reviewed the final SOI.

RECOMMENDATION – Ngā Tūtohunga

Recommendation

It is recommended that the Board:

1. **Approve** the final TAU Statement of Intent 2025-28 for delivery to Auckland Council.

Written by:

Reviewed by:

James Robinson
Head of Strategy and Planning

Justine White
Chief Operating Officer

ATTACHMENT SCHEDULE

Attachment 1	Final Tātaki Auckland Unlimited Statement of Intent 2025-28
Attachment 2	Auckland Council Shareholder Comments on Tātaki Auckland Unlimited draft Statement of Intent 2025-2028
Attachment 3	Responses to shareholder comments

Attachment 1: Final Tātaki Auckland Unlimited Statement of Intent 2025-28

Attachment 2: Auckland Council Shareholder Comments on Tātaki Auckland Unlimited
draft Statement of Intent 2025-2028

Attachment 3: Responses to shareholder comments

Feedback		Response
General shareholder comments to all CCOs		
Alignment to final 2025/2026 Annual Plan		
Final SOIs should reflect 2025/2026 Annual Plan decisions and any adjustments to reflect CCO reform changes. Financial forecasts in the SOI should align with those submitted to council for the Annual Plan. We expect consistent figures for 2025/2026 and the projections for 2026/2027 and 2027/2028.		All financials reflect final Annual Plan decisions including adjustments to budgets associated with CCO Reform.
Furthermore, CCOs should ensure that performance measure targets are fully populated in their final SOIs and that measures and targets reflect those in the Long-term Plan 2024-2034.		All targets are fully populated however targets relating to major event activity differ to those in the LTP due to uncertainty related to future major events funding. This has been discussed and agreed with Auckland Council.
Better Value Projects programme		
Final SOIs should include a statement on how the ten delivery principles of the Better Value Projects programme will be applied. CCOs are expected to provide case studies of projects when requested to the Revenue, Expenditure and Value Committee and report to council on their progress with capital spend reviews, learnings and improvements.		Reference to the delivery principles has been reviewed and expanded to directly reference the Better Value Projects programme.
In addition, through the regular quarterly reporting process, CCOs should report progress on milestones for the key capital programmes/projects set out in their SOI.		This commitment is included in the final SOI.
Group shared services		
Final SOIs should unequivocally commit to Group Shared Services and agreed processes (in particular Auckland Transport and Watercare).		The final SOI includes an active commitment to shared services.
Outcomes for Māori		
Final SOIs should include a statement on how the needs and aspirations of Māori have been reflected in the CCO's planned activities and deliverables based on Kia Ora Tāmaki Makaurau, Houkura Issues of		The final TAU SOI includes a number of statements reflecting our commitment to the delivery of Māori outcomes. These have been reviewed and aligned

Significance or CCOs' own engagement with Māori.	to the new Tamaki Ora framework (previously Kia Ora Tamaki Makaurau).
Additionally, CCOs should refresh their Achieving Māori Outcomes (AMO) Plans as applicable, to account for functional changes from CCO reform, the new Issues of Significance from Houkura and refreshed Kia Ora Tāmaki Makaurau framework.	The final include a commitment to refresh our Achieving Māori Outcomes Plan, Te Mahere Aronga.
Specific shareholder comments for Tātaki Auckland Unlimited.	
Alignment to 2025/2026 letter of expectations	
The draft SOI envisages an expanded events delivery and activation function to reflect a more coordinated council events approach – as per the CCO reform decisions and the 2025/2026 letter of expectations. Final decisions on the CCO Reform Transition Workstream One change proposals have now been released. In the final SOI, TAU should reflect decisions from the CCO Reform Transition Workstream One change proposals, particularly regarding events and activations.	The final SOI reflects the anticipated expanded events programming, promotion, delivery and activation function outlined through the final CCO Reform decisions, including the remit to deliver all city centre events. Our primary commitment over 2025/26 is to design and embed this expanded function.
The alliance of council funded cultural organisations and TAU expectation is captured in the draft SOI, noting that shared key performance indicators for the alliance of cultural organisations will be progressed during 2025/2026. In the final SOI, TAU should reflect in the one-year work programme the development of and agreement to these indicators, in time for these to be incorporated in the organisations' 2026/2027 Annual Plans.	The final SOI includes a commitment to work with the alliance of council funded cultural organisations to incorporate a set of common KPIs in their 2026/27 Annual Plans.
Performance measures	
The draft SOI proposes three new performance measures: i) cost-benefit ratio of major events investment, ii) discover Auckland website sessions (www.aucklandnz.com), iii) TAU performing arts and conventions venue utilisation. In the final SOI, for these new measures TAU should explore if existing council	In relation to each of the new performance measures: i) TAU uses the same provider as NZ Major Events to calculate the cost-benefit ratio of major events and we are therefore confident that the methodology is consistent. The proposed new measure and target has also been discussed with the

methodologies in similar areas can be utilised, or New Zealand Major Events cost-benefit analysis (CBA) methodology for events.	Auckland Council Chief Economist who is supportive of our approach. ii) Discover Auckland website sessions will be measured via Google Analytics. This is a very standard and widely used approach. iii) Management have worked with Auckland Council staff responsible for measuring the utilisation of council community facilities. We are confident that methodologies are broadly consistent, but that there is limited opportunity to 'use' the council methodology.
The draft SOI also contains a measure 'percentage of critical TAU assets in acceptable condition' with 2025-2028 targets of 95 per cent. In the final SOI TAU should update this measure to align to the condition grading system used across the council group. This would mean changing 'acceptable' condition to 'fair to very good'.	The wording of the measure has been updated to align with the grading system used across the council group. This is a wording change only and will not impact the current methodology or target.
In the final SOI, TAU should ensure it fully populates targets for FY26-28 for the 'contribution to regional GDP from major events and business events attracted or supported' (LTP measure), reflecting 2025/2026 Annual Plan decisions.	Targets relating to major and business event activity have been fully populated but differ to those in the LTP due to uncertainty regarding future major events funding. This has been discussed and agreed with Auckland Council.
TAU should also consider bringing current <i>Te Mahera Aronga</i> measure on 'percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific suppliers, Social Enterprise suppliers)' into the final SOI performance measure set.	The new measure is included in the final SOI. This has been discussed and agreed with the TAU Māori Engagement Committee. Initially, the target will be set at 8% which is reflective of current achievement levels (Council's current target is 5%), but with an aspiration to grow this to 10% over the medium term.
Clarifications on one-year work programme	
The draft SOI refers in several places to the Aotea Arts Quarter and the Western Springs precinct but is unclear on the role TAU is specifically undertaking in these areas. The draft SOI also includes reference to 'developing a Māori performing arts strategy'. In the final SOI, TAU should provide greater clarification of TAU's specific role in Aotea Arts Quarter and Western Springs precinct	The final SOI provides further detail regarding these specified programmes.

activities within the one-year work programme and further clarification on the scope of TAU's work developing a Māori Performing Arts Strategy within the one-year work programme (understood to be for Auckland Live venues).	
The draft SOI includes a table of key capital projects in 2025/2026 and number of milestones associated with each, however the link between these projects and the one-year work programme deliverables could be strengthened. In the final SOI, TAU should establish stronger connections and descriptions between the key capital projects table and one-year work programme specific deliverables for 2025/2026 (e.g. Zoo Masterplan Stage 3 Phase 1, Go Media Stadium renewals, repairs and upgrades).	The table of key capital projects and milestones has been reviewed and aligned with the final Capital Programme for 2025/26 as recently approved by the Capital Committee. Descriptions of key capital projects in the One-Year Work Programme has also been reviewed to align with the approved programme of work.