

Statement of Intent

2021 – 2024

1 August 2021



He Mihi

Ka tangi te manu kōrero!
Ka rongo te tangi kōrihi!
Ka wāwā mai rā ki roto i te
Wao-nui-a-Tāne! Tūturu whiti!
Whakamaua kia tina!
Haumie hui tāiki e!
E ngā mana, e ngā reo, e ngā
karangatanga maha o te motu,
taku hei iti nei, mā te hau e ripo hei
hari i ngā kupu whakamaanawa e.
Kei ngā mate tuatinitini o te motu
tangihia rā koutou. Haere ki te wā kāinga,
haere ki te kāinga tūturu.
Haere, haere, haere.
Tāmaki Makaurau Tāmaki Herenga
Waka, kei te mihi. Ngā Mana Whenua
me ngā waka o ngā tai e wha,
e mihi ana.
E tuku mihi maioha tēnei ki ngā
mataawaka o te motu ko koutou
te puhariki o te waka nei
Ki a koutou katoa ngā kaihoe
o te waka nei mo ngā tangata katoa.
Tēnā koutou katoa.
Mā te mahi ngātahi e taea ai ngā taumata.
Nāku te rourou nāu te
rourou ka ora ai te iwi.
No reira noho ora mai,
Mauri ora.
– Nā te Poari o (Auckland Unlimited)

The bird's cry shall flow endlessly. Hear the melancholy song resonate, sourced from the inner domain of Tane. A permanent melancholy form. Fixed in alliance, yes fixed in alliance, gathered and woven together!

To all authorities, all voices, the many affiliations, greetings. Let the swirling wind carry esteemed salutations.

We lament the passing of loved ones throughout the land. Return to the home of all time. Farewell, farewell, farewell.

We acknowledge Mana Whenua and their tribal authority in Tāmaki Makaurau Auckland. We also mihi to Mataawaka who have made Auckland their home.

Sincere greetings to all those who decide which direction this waka takes. To you who strive to achieve the best results for all people. Greetings to you all.

We can achieve more by working together. With your basket and my basket, the people will thrive.

Introduction

Formed from a merger between Regional Facilities Auckland (RFA) and Auckland Tourism, Events and Economic Development (ATEED), Auckland Unlimited combines the power of Auckland's cultural richness with our successful destination management and economic development programmes.

We are New Zealand's largest producer of cultural, entertainment, sporting and wildlife experiences, and the largest regional economic development agency in the country. Our work touches all Aucklanders and visitors to our region, creating a legacy for future generations.

We've begun work on rationalising our investments and programmes of work so they align with our core strategy and deliver the greatest possible impact. We are still in the early days of our merger, though, and we are living in a highly dynamic environment. Change is, and will continue to be, constant.

Over the next year, we'll continue to refine our work programme. However, as a board and management team we are facing ongoing uncertainty and challenges that may hinder our ability to realise the full benefits and opportunities of the merger over the short to medium term.

In particular, Auckland Unlimited's ability to generate external revenues has been tested by the COVID-19 pandemic and the outlook for 2021/22 has modelled a drop in external revenues in line with the constrained economic climate, potential venue operating restrictions and uncertainty regarding international borders.

In addition, the ongoing suspension of the Accommodation Provider Targeted Rate (APTR) through to the end of the 2021/22 year impacts our operational funding from council and limits our ability to promote Tāmaki Makaurau offshore and attract significant events as current border restrictions ease.

We will continue to work with council to complete the CCO Review implementation and respond to the relevant recommendations of Council's CCO Review Panel, including the need for a clear and coordinated approach to the region's cultural venues and institutions that provides great outcomes for Auckland; and moving towards the consolidated operation of all Auckland's stadiums, including major non-Council venues.

Our work will be undertaken in alignment with Auckland Council's priorities and outcomes outlined in the *Auckland Plan 2050* and the Auckland Council *Economic Development Action Plan 2021-24*. This includes contributing to Māori well-being and giving effect to the principles of Te Tiriti o Waitangi and the Treaty of Waitangi by continuing to integrate Māori culture as a key part of what our organisation represents and by promoting Māori economic and cultural outcomes.

We will support the ongoing delivery of Council's *Te Tāruke-ā-Tāwhiri: Auckland Climate Plan* which addresses the challenges of climate change.

Our larger mandate allows us to clearly identify and deliver tangible outcomes that make the lives of Aucklanders better. This Statement of Intent outlines how our organisation aspires to deliver outcomes, that meet our purpose of:

Enriching cultural and economic life in Tāmaki Makaurau

The financial constraints we face mean the Board faces some challenging decisions to prioritise our capital expenditure and operating activities. However, we know the work we deliver will have positive long-term impacts on Auckland and the future course of Aucklanders' cultural enrichment and prosperity. As we enter our first full year of operation we are well prepared and ready for the challenge of enabling Auckland to further develop as a world-class city.

Mark Franklin
Chair

Nick Hill
Chief Executive

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Part I:

Strategic Overview

Roles and Responsibilities

Auckland Unlimited's purpose is *Enriching cultural and economic life in Tāmaki Makaurau*. We do this through pursuing the following strategic outcomes:

- Enhancing Auckland as a culturally vibrant city for all.
- Expanding economic opportunities for all Aucklanders.
- Providing an effective social, economic, cultural and environmental return on Auckland Unlimited's investment.
- Enhancing Auckland's local, national and global reputation and appeal.
- Increasing capital invested into Auckland for economic and cultural outcomes.

Auckland Unlimited Limited has a scope of activities which includes those of the former Council CCO, ATEED, which was to deliver programmes and activities aimed at helping make Auckland a desirable place to live, work, visit, invest and do business. Auckland Unlimited Limited also acts as the corporate trustee for the charitable trust, Auckland Unlimited Trust, which manages venues, collections and experiences aimed at enriching life in Auckland through engaging people with the arts, environment, sports and events.

Auckland Unlimited includes the amalgamated company and the charitable trust, both of which are substantive Council Controlled Organisations (CCOs) of Auckland Council. The specific charitable purposes for which the regional facilities and other assets and funds of Auckland Unlimited Trust are held are set out in its trust deed. The trust's assets and funds must be managed and applied to advance those charitable purposes.

The regional facilities and related matters owned and/or managed by Auckland Unlimited (principally as part of Auckland Unlimited Trust) are outlined below. A number of these facilities (as noted) are also Auckland Council Strategic Assets as identified in the CCO Accountability Policy.

Owned and operated:

- Aotea Centre (including the Kiri te Kanawa Theatre and Herald Theatre)*
- Auckland Art Gallery (including the art collection)*
- Auckland Zoo*
- Bruce Mason Centre* (unit titles) and Killarney St car park
- Mt Smart Stadium*
- North Harbour Stadium*
- The Civic*
- Western Springs Stadium
- New Zealand Maritime Museum (including heritage vessels and collection)

Operated, but not owned (managed facilities):

- Aotea Square
- Auckland Town Hall
- Shed 10
- The Cloud
- Auckland Film Studios
- GridAKL (co-managed with Precinct Properties Limited)
- Kumeu Film Studios

Owned, but not currently operated

- Viaduct Events Centre* (currently leased to Emirates Team New Zealand)
- Spark Arena¹* (long-term lease to QPAM)

Auckland Unlimited is the landowner for:

- MOTAT

¹ Strategic assets as specified in the Auckland Council CCO Accountability Policy.

- The Trusts Arena

Auckland Unlimited advises Auckland Council on levy setting and board appointments for:

- MOTAT
- Auckland War Memorial Museum

Auckland Unlimited provides operational and/or capital funding to:

- The Trusts Arena
- Vodafone Events Centre
- North Shore Events Centre
- Stardome Observatory and Planetarium

While these above four entities do not have a direct operational connection to Auckland Unlimited, they collaborate with Auckland Unlimited for mutual benefit.

Working with the Council Family

While Auckland Unlimited is the regional economic and cultural agency, other entities across the Council family (including Auckland Transport and Eke Panuku Development Auckland) all play important roles in achieving regional economic and cultural outcomes for Auckland. In addition, as we enter a period of post-COVID recovery, local boards, Business Improvement Districts and other local entities also play an increasingly vital role in recovery and development at the local level. Auckland Unlimited is committed to working proactively across the Council family at both the regional and local level to ensure optimum outcomes and deliver value for all Aucklanders.

Providing for the Community

The core focus of Auckland Unlimited's activities is on enriching cultural and economic life in Tāmaki Makaurau — including creating unique, engaging and educative experiences for Aucklanders and visitors to Tāmaki Makaurau. Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, conservation and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible. We build social cohesion, provide lifelong learning opportunities, inspire our young people, tell our stories and connect Auckland's culture with the global community. Access is a central principle, and accordingly, free and subsidised entry and programmes are provided across a broad range of our facilities, events and venues. In addition, our core services are further supported by conservation, research, industry and talent development, community outreach, public engagement and educational activities across our organisation.

Business Brands

Auckland Unlimited has six business brands to which Auckland Unlimited corporate provides shared services in finance, facilities management, people and culture, risk and assurance, information and communications technology, visitor security and project delivery. The six business brands are:

- Auckland Art Gallery Toi O Tāmaki
- Auckland Live
- Auckland Conventions, Venues and Events
- Auckland Stadiums
- Auckland Zoo
- New Zealand Maritime Museum

Further detail related to each of these brands is in Appendix 1

Response to Council's Strategic Objectives

The *Auckland Plan 2050* is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. The Auckland Plan is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Auckland Unlimited plays a critical part in delivering on outcomes, actions and targets in the Auckland Plan as outlined in the table below.

Auckland Plan Outcomes	How Auckland Unlimited Contributes
 <p>Belonging & participation</p>	<ul style="list-style-type: none"> • Working with key local employers and institutions in less prosperous places, to facilitate industry development, local recruitment, workforce development training and progression. • Ensuring that events support the creation of a shared sense of belonging for Aucklanders and recognise, value and celebrate Auckland's diversity. • Promoting Auckland to Aucklanders as a place to meet, connect and enjoy participation in the community. • Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities. • Providing a wide range of free and/or subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use. • Within Auckland Unlimited venues, Auckland Unlimited recognises the importance of all aspects of accessibility, as reflected in affordability and physical accessibility.
 <p>Māori identity & wellbeing</p>	<ul style="list-style-type: none"> • Developing a new Māori Outcomes Plan for Auckland Unlimited, aligned to Auckland Council's Māori Outcomes Framework and Kia Ora Tāmaki Performance Measurement Framework. • Increasing the visibility of Māori business and Māori economic excellence in Tāmaki Makaurau. • Improving access to Māori business support and opportunities to drive Māori business innovation. • Co-creation of Māori centred policy and funding support. • Partnering with Mana Whenua and Māori MSMEs to establish protocols that protect and retain sovereignty over Māori narratives for domestic and international audiences. • Proudly showcasing Māori works, narratives and identity and fostering effective Māori engagement with our partners and stakeholders. • Creating partnership opportunities with Māori stakeholders. • Employing Māori specialists and increasing staff's cultural competency to support Maori responsiveness goals.
 <p>Homes & places</p>	<ul style="list-style-type: none"> • Partnering with Eke Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place based and transport initiatives delivered across the council group. • Developing, with a regional perspective, a range of fit-for-purpose event venues that are attractive and readily accessible to the residents and businesses of the region and its visitors. • Framing proposals for investment in the cultural infrastructure of the future, in support of the Auckland Plan 2050 aspirations. • Ensuring that venues - as public spaces - continue to be climate resilient, inclusive and accessible for all Aucklanders.
 <p>Transport and access</p>	<ul style="list-style-type: none"> • Partnering with Eke Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place based and transport initiatives delivered across the council group.

 <p>Environment and cultural heritage</p>	<ul style="list-style-type: none"> • Focusing on economic and cultural development that can be sustained in the long term and benefits both current and future generations including support of inclusive growth, technological adoption and the growth of the regenerative economy. • Raising awareness of the benefits of operating in an environmentally sustainable way through supporting operators who lead in this space and providing preferential profile to organisations that embrace matauranga Māori and sustainability throughout their business. • Auckland Zoo contributes to local and international breeding, conservation and educational programmes to build an understanding of wildlife and conservation. • Committing to minimising use of water, electricity and associated waste across our venues. • Auckland Art Gallery and the New Zealand Maritime Museum are committed to preserving Auckland's cultural and art history for future generations. • Auckland Live provides opportunities for the cultural sector at all levels, and provides Aucklanders with engagement, connection, participation and inspiration through creative and cultural experiences.
 <p>Opportunity & prosperity</p>	<ul style="list-style-type: none"> • Building a pipeline of opportunities and attracting investment that creates higher value employment across Auckland. • Enhancing Auckland's innovation ecosystem and delivering new responses to the city's urban and economic challenges. • Growing more dynamic, connected and export focused businesses across Auckland. • Auckland Art Gallery, Auckland Zoo, New Zealand Maritime Museum and Auckland Live and Conventions offer educational programmes and professional training programmes for young people and young professionals. • A large and growing amount of programme content is now freely available online and updated regularly, from web streams of wildlife at Auckland Zoo, to the searchable collection and virtual art gallery tours with Auckland Art Gallery, and creative industry hui and live performance streams with Auckland Live.

Alignment with Development Strategy

Concurrently, and through partnership with the broader council family, Auckland Unlimited will align relevant activities with areas of focus identified through the Auckland Plan Development Strategy – in particular in the south and west of Auckland.

Alignment with Kia Ora Tāmaki Makaurau, Auckland Council's Māori Outcomes Performance Measurement Framework

Auckland Unlimited is the lead agency for the Kia ora te Umanga, Māori Business, Tourism and Employment priority within *Kia Ora Tāmaki Makaurau*, the council family's Māori Outcomes Performance Measurement Framework. This priority is based around the Mana outcome statement that intergenerational wealth is created through a thriving Māori economy and will be achieved through the mahi objective that the council group supports a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.

Alignment with Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan

Auckland Unlimited plays a key role in the implementation of the economy section of *Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan*. Importantly, many of the objectives of the plan around resilience and economic sustainability have become even more urgent as COVID-19 has exposed some of the same vulnerabilities of our economy. Through our projects and programmes, Auckland Unlimited will work with businesses to support Auckland's transition to a more resilient and regenerative economy. Internally, Auckland Unlimited will contribute to Auckland Council group's emissions reduction target of 50% by 2030, and ensure it is prepared for the impacts of climate change.

Alignment with the Economic Development Action Plan 2021-24

Auckland Unlimited has worked collaboratively with Auckland Council in the development of the *Economic Development Action Plan 2021-24* and actions within the plan that are owned and led by Auckland Unlimited are reflected in this Statement of Intent.

Nature and Scope of Activities

The framework below outlines the nature and scope of Auckland Unlimited’s activities as they align to our purpose and the five strategic outcomes we are seeking.

Our purpose

Enriching cultural and economic life in Tāmaki Makaurau

Our operational context

An effective response to COVID-19

We help drive Tāmaki Makaurau Auckland’s strong emergence from the COVID-19 pandemic through:

- delivering programmes and partnerships that target sectors, firms, and residents most impacted
- attracting, hosting and delivering events, exhibitions and programmes that foster social cohesion, instil community confidence and generate economic activity
- ensuring our work adheres to appropriate guidelines and prioritises public safety

The strategic outcomes we are seeking

Enhance Auckland as a culturally vibrant city for all	Expand economic opportunities for all Aucklanders	An effective social, economic, cultural and environmental return on Auckland Unlimited’s investments	Enhance Auckland’s local, national and global reputation and appeal	Increase capital invested into Auckland for economic and cultural outcomes
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How our activities align to our outcomes

Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible.	We support Auckland businesses to innovate and thrive through partnering and delivering programmes and projects that enhance Auckland’s innovation ecosystem, support business growth, and enhance skills and talent.	We are the guardians of Auckland’s largest range of cultural and economic places, facilities and collections and ensure that these provide an effective return for Aucklanders and visitors now and into the future.	Telling a consistent story about what makes us unique will attract the investment, workers, students and visitors that will help our region grow in a way that enhances what we love about Tāmaki Makaurau Auckland.	We attract investment into Auckland that creates high quality employment and seek investment solutions for Auckland that enhance social, cultural, economic and environmental outcomes for the city.
<ul style="list-style-type: none"> • Exhibitions • Major events • Delivered festivals • Performing arts events • Natural heritage experiences • Cultural heritage experiences • Wildlife/environmental conservation • Heritage conservation • Visual arts conservation 	<ul style="list-style-type: none"> • Innovation ecosystem • Business support • Creative and cultural economy • Hi-tech sector • Destination sector • Low carbon economy • Māori economy • Business events • Skills and workforce • Place-based initiatives 	<ul style="list-style-type: none"> • Stadium strategy • Cultural infrastructure • Capital programmes and operations • Aotea precinct • Auckland Zoo • Stadiums • Auckland Art Gallery • NZ Maritime Museum • Film studios • GridAKL 	<ul style="list-style-type: none"> • Brand Auckland • Destination marketing • Destination management • Digital Auckland • Invest Auckland • World class facilities, exhibits and events • Cultural economy 	<ul style="list-style-type: none"> • Investment attraction • Screen Auckland • Business attraction • Convention attraction • Central government investment • Investment solutions for the region

Our enabling objective

Build a sustainable future-focussed organisation

Climate change response	Māori responsiveness	Digital and data driven	Partnerships	Business resilience
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Our strategic initiatives

Digital Auckland	Cultural Institutions Framework	Urban Maori Experience	Choose Auckland	Archipelago of Neighbourhoods	Carbon Neutral, Zero Waste Events/Venues
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Alignment with the Auckland Council Long Term Plan 2021-31

Auckland Unlimited will report against the following Auckland Council Long Term Plan 2021-31 measures. These are a subset of our full suite of Key Performance Indicators which are contained in the Performance Outlook in Part 2 of this Statement of Intent.

Long Term Plan 2021-31 Measures	Targets			Auckland Unlimited Limited (AUL) or Auckland Unlimited Trust (AUT)
	2021/22	2022/23	2023/24	
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events.	1.44m	1.82m	2.08m	AUT
The net promoter score for Auckland Unlimited's audiences and participants.	20	20	20	AUT
The percentage of operating expenses funded through non-rates revenues.	44%	53%	59%	AUT
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau.	20	20	20	AUT
The contribution to regional GDP from major events and business events attracted or supported.	\$34m	\$37m	\$71m	AUL
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention.	3,000	3,000	3,000	AUL
Number of Māori businesses that have been through an Auckland Unlimited programme or benefitted from an Auckland Unlimited intervention.	150	150	150	AUL

Approach to Governance

Working in Partnership with the Council Group

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and the Statement of Expectations which sit alongside this SOI and form part of the annual binding agreement between Auckland Council and Auckland Unlimited. Auckland Unlimited, including both Auckland Unlimited Limited and Auckland Unlimited Trust, will adhere to the common expectations for CCOs' contribution to the Council's objectives and priorities outlined in the CCO Accountability Policy as they relate to:

- 1) Improving outcomes for Māori
- 2) Health and safety
- 3) Group policies
- 4) Managing risk appropriately.
- 5) Significance and engagement
- 6) Climate change and reducing carbon emissions.

Further, Auckland Unlimited will continue to work with local boards to progress local board cultural and economic development initiatives as specified in Local Board Engagement Plans. We will also continue to build on our engagement with all elected members and relevant communities of Auckland to proactively build and maintain relationships.

Auckland Unlimited Board

Auckland Unlimited has a strong governance structure in place that will oversee the delivery of this Statement of Intent and our strategy. The Auckland Unlimited Board currently has in place the following sub-committees:

- Risk Committee
- Remuneration Committee
- Capital Projects Committee
- Director Appointments Committee (Auckland War Memorial Museum and MOTAT)
- Destination Committee (see below)

In addition, the Auckland Art Gallery Advisory Committee was established in July 2020. This Advisory Committee reports to the Auckland Unlimited Board and provides additional support and insights in this specialised field.

Governance of the Accommodation Providers Targeted Rate: Destination Committee

In June 2018, ATEED adopted new governance arrangements for its destination focussed work programme, which was 50 percent funded (via council) by the Accommodation Providers Targeted Rate (APTR). Through these arrangements ATEED established a subcommittee of the ATEED Board (The Destination Committee) to make recommendations on visitor attraction and major events activities. The Destination Committee included three representatives of accommodation provider targeted ratepayers and three representatives of the ATEED Board. Notwithstanding the current suspension of the APTR through to 30 June 2022, the Destination Committee will continue to meet and provide industry insights to the Auckland Unlimited Board over the period of the suspension. The Destination Committee operates in accordance with its own Terms of Reference.

Asset Management

Auckland Unlimited will undertake comprehensive reviews of its asset management plans and work with Auckland Council to endeavour to ensure the renewal and maintenance of assets is funded so as to maintain the integrity of assets, taking into account the financial constraints of the Auckland Council group.

Acquisition of Shares

Auckland Unlimited will consult with Auckland Council before purchasing or otherwise acquiring shares in any company or other organisation,

Public Meetings

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009). The first of these meetings is to consider prior year performance against SOI targets and the second is to consider shareholder comments on the draft SOI for the following year. These meetings will be held as outlined in the table below:

Purpose of Public Meeting	Date	Form of Public Notification
Consider prior year performance against SOI targets	October 2021	Public notice, New Zealand Herald and www.aucklandunlimited.com
Consider shareholder comments on draft SOI for Auckland Unlimited Limited for 2022-2025	June 2022	Public notice, New Zealand Herald and www.aucklandunlimited.com

Te Tiriti o Waitangi Audit programmes

Auckland Unlimited is committed to playing our role in the council group Te Tiriti o Waitangi Audit programmes and ensuring that any activities, events, services or development projects are in accordance with relevant legislation and reflect the recommendations of the Te Tiriti o Waitangi Audit Programmes.

Health Safety and Wellbeing

We have shared ownership of health, safety and wellbeing that will be integrated into everything we do. We will put the health, safety and welfare of our people, our visitors and the people of Auckland first, making this a great place to work, visit and live.

“We look after our safety and wellbeing” (Ka tiaki tātou kia āhuru, kia ora tonu tatou).

Auckland Unlimited will empower our people with the right training, information, knowledge and experience to successfully achieve our health and safety requirements. We will promote both safety leadership and continuous improvement. We will continue to create a strong health and safety culture that ensures our employees and visitors are able to go home without harm each day whilst they are in our care.

Our mission is “Home without harm. Everyone. Every day” even more so for our people and visitors as New Zealand recovers from the COVID-19 pandemic and establishes the new protocols required to operate safely.

During 2021-24, Auckland Unlimited will:

- Continue to ensure compliance and alignment with Government and council expectations.
- Embed the audit tool Safe365 to access, monitor and improve the organisation’s health, safety and wellbeing performance.
- Align its Health, Safety and Wellbeing Charter with Auckland Council’s Safety and Wellbeing Charter.
- Together with council, adopt a simple and effective ‘Plan, Do, Check, Act’ management model that promotes the idea of ‘continuous improvement’.

Part 2: Statement of Performance Expectation (2021/22)

Introduction

This Statement of Performance Expectation section sets out Auckland Unlimited's key deliverables over the 2021/2022 financial year. This statement is directed by the strategy outlined in Part I, (Nature and Scope of Activities) which positions Auckland Unlimited to meet the expectations of the council and Aucklanders.

However, at the time of writing, Auckland Unlimited continues to face a number of direct and indirect funding and delivery challenges and uncertainties as a result of COVID-19. As outlined below, these may limit our ability to meet some of the expectations of our shareholder and fully realise the potential benefits of our newly merged organisation over the immediate term.

COVID-19

This Statement of Intent and in particular this Statement of Performance Expectation for 2021/22 has been developed against the ongoing backdrop of the global pandemic of COVID-19, one of the most disruptive events Auckland – and the world – has ever faced. Auckland Unlimited's ability to generate external revenues has been tested by the COVID-19 pandemic and associated operating restrictions. The outlook for 2021/2022 has modelled a drop in external revenues in line with the constrained economic climate, venue operating restrictions including capacity limits, and closed international borders. The external revenue generated by our brands fund a significant proportion of the cost of delivering the programmes and activities that help achieve the organisational objectives agreed with Auckland Council.

In addition, closed borders and continued uncertainty on the status of international travel impacts our ability to attract international events, visitation and investment to Tāmaki Makaurau Auckland.

Accommodation Provider Targeted Rate (APTR):

The decision to further suspend the APTR to 30 June 2022 as a result of the impacts on the accommodation sector of COVID-19 is the right thing to do and a decision we support. However, it has a significant impact on Auckland Unlimited's operations with our funding from Council decreasing by up to \$14.9m. The rationale for the APTR has been to fund activities that benefit the accommodation sector. Programmes in many areas of the business will be affected by the ongoing suspension of the APTR, in particular:

- International visitor attraction and international engagement (including staff travel).
- Event attraction and support.
- Marketing and media spend.
- Many areas of the tourism portfolio.
- Business event attraction and hosting.
- International student programmes.

How we will Deliver : One-year Work Programme

Enhance Auckland as a culturally vibrant city for all

Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible.

Breathe cultural life into Auckland through experiences we offer

- Deliver engaging, innovative and relevant exhibitions and events for Aucklanders and visitors through our Auckland Unlimited venues and facilities.
- Provide natural and cultural heritage experiences for visitors to the Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum.
- Ensure that the programmes and events of Auckland Unlimited are relevant to, and reach, all sectors of the Auckland community by identifying and tailoring content for under-represented sectors, delivering our outreach programmes and growing our digital content.
- Provide curriculum-based learning opportunities for school students in Auckland through delivering subsidised schools programmes to school students focusing on wildlife conservation, New Zealand's maritime heritage, visual arts and the performing arts and providing venues for school students involved in sports training and performance.
- Provide training opportunities in specialist skills of relevance to wildlife management, the performing and visual arts, heritage preservation and high-performance sports events.
- Provide an exceptional experience for all our customers through improving our venues and continuous improvement initiatives focused on making information more accessible to customers, simplifying our processes, and enhancing customer service training.

Create a dynamic city through delivery of a unified major events programme

- Partner to attract, deliver and develop a programme of major sporting and cultural events, performances, exhibitions, and business events that attract visitation and are a catalyst for Auckland's regionwide economic prosperity.
- Over 2021/22 support the delivery and leverage a range of major events for Auckland including:
 - 2022 WBSC Mens Softball World Championship (February 2022)
 - 2022 ICC Woman's Cricket World Cup (March/April 2022)
 - 2021 Rugby World Cup (September/October 2022)
- Deliver Lantern, Pasifika, Diwali and Tāmaki Herenga Waka Festivals under a consolidated cultural festivals strategy including a consolidated approach to landfill waste diversion and carbon footprint monitoring.
- Develop a coordinated approach across the Auckland Council group to event, venue and stadium programming and investment to ensure Auckland maximises opportunities for residents, attracts visitors and builds Auckland's reputation.
- Target carbon neutral and zero waste Auckland Council group events and venues to change consumer expectations and create market-moving momentum in the ecosystem.

Expand economic opportunities for all Aucklanders

We support Auckland businesses to innovate and thrive through partnering and delivering programmes and projects that enhance Auckland's innovation ecosystem, support business growth, and enhance skills and talent.

Business innovation and support

- Continue to deliver programmes to support SME businesses, with an increased focus on Māori business programmes and sectors of significance.

- Activate Auckland’s innovation network, through GridAKL, so that Auckland becomes a destination of innovation and high tech. Key initiatives:
 - Refresh the narrative and digital platform for GridAKL.
 - Facilitate greater connections and collaboration across Auckland’s innovation hubs and with national and international innovation ecosystems.
 - Enhance services for innovation-based businesses and entrepreneurs.
- Review and implement actions anchored in *Destination AKL 2025* and the *Destination AKL Recovery Plan* with a strong focus on destination management and Tāmaki Makaurau recovering as a more sustainable, thriving and resilient destination.
- Develop and implement a technology strategy (with industry) to drive Auckland's economic recovery from COVID-19.
- Develop and implement a Creative Economy Strategy (with industry) that will position Auckland as a leader in creative industries, including screen, digital content, and music. The strategy will complement the Toi Whītiki Arts and Culture Strategic Action Plan.
- Facilitate the development of a sustainable food and beverage programme (with a particular focus on south Auckland) to support businesses to penetrate international markets, increase investment in R&D, and embrace sustainability.

Skills and workforce

- Deliver Project Ikuna to support Pasifika peoples currently in low-skill and/or precarious work through the development and delivery of micro-credential training through the workplace.
- Work with businesses to support skills development and training of youth through *Youth Employer Pledge*, *BuildAKL*, the government’s *Regional Skills Leadership Group* and other initiatives.
- Work with government and businesses to help the redeployment of displaced workers through initiatives such as *Go With Tourism*.
- Through our skills and workforce programmes and services, Auckland Unlimited is focussing on youth and Māori employment in South and West Auckland, in partnership with The Southern Initiative and The Western Initiative.
- Identify key skill shortages in Tāmaki Makaurau and work with government and industry on opportunities to attract both domestic and international talent to Auckland as COVID-19 related border restrictions allow.

Local economic development

- Undertake a review of the approach to local economic development through local board Locally Driven Initiatives to achieve local economic recovery and outcomes aligned to the Auckland Plan, and Local Board Plans.
- Work with local boards (through managing their Locally Driven Initiative work programme), and partners to develop and deliver local programmes that help to build consumer and business confidence in Auckland’s economic recovery and stimulate intra-regional demand.
- Develop destination management plans and a programme for delivery across the key destinations in Auckland, with the initial focus on Waiheke Island and Great Barrier Island.
- Produce local board-level economic data and information to support local boards in their decision making, including three yearly local economic overviews and updates to the Auckland Prosperity Index.
- Support key urban growth, regeneration and redevelopment programmes to inform the delivery of local economic outcomes that support the regional economy by
 - Collaborating with Auckland Council, Eke Pānuku Development Auckland (Henderson, Manukau) and government (Tāmaki, Drury),
 - Working with Auckland Council to identify and describe the key economic places of focus for Auckland,
 - Developing a consistent package of economic information, including a spatial economic narrative,
 - Producing place-based economic development plans where required.

- Work with Auckland Council to develop a consistent economic development planning approach to Auckland's identified Urban Growth Locations and new economic areas.

Low carbon, resilient economy

- Develop programmes, to support businesses to transition to a low carbon, resilient future including through regenerative economy practices and opportunities, and supporting investment in green technology and innovation.
- Develop a series of climate and sustainability actions in collaboration with key partners that will guide the visitor economy's recovery towards a more resilient, adaptable and low impact (regenerative) sector.
- Establish a Climate Innovation Hub with a focus on examining pathways towards decarbonising Auckland's economy. Key initiatives:
 - Deliver an ecosystem map of climate innovation players, funders and solutions.
 - Deliver innovation sprints, training and capability-building programmes.

Māori economy

- Support Whāriki Māori Business Network's development and growth, to build stronger connections with the Māori business community, lift the profile and strengthen the advocacy of Māori-owned businesses and deliver capability support to Māori business owners.
- Identify the full spectrum of economic supports Māori require to access opportunities and drive Māori Business innovation.
- Proactively and collaboratively address systems barriers by committing to building an inclusive Tāmaki Makaurau economy to achieve Māori wellbeing.
- Partner with Mana Whenua and Māori MSMEs to establish protocols that protect and retain story sovereignty over Māori narratives for domestic and international audiences.
- Establish a Māori Economic Advisory Group for Tāmaki Makaurau in consultation with partners and stakeholders.
- Lead the development of a regional Māori Economic Action Plan.

An effective social, economic, cultural and environmental return on Auckland Unlimited's investments

We are the guardians for Auckland's largest range of cultural and economic places, facilities and collections and ensure that these provide an effective return for Aucklanders and visitors now and into the future.

- Undertake work with key partners and stakeholders to develop a 'what's best for Auckland' position on stadium investment and the business case for a single stadium operator.
- Maintain the Aotea precinct as the cultural centre of Auckland.
- Continue delivery of the Future Zoo developments.
- Curate the visual arts offering to Aucklanders.
- Support ongoing wildlife, visual arts and heritage conservation activities at Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum.
- Support Mana Whenua to develop a Business Case for a Waterfront Cultural Centre.
- Develop an organisation-wide approach to identifying and securing sponsorship and philanthropic partnerships for our cultural and sporting venues, enabling us to grow and develop our partnership base.
- Develop a Cultural Infrastructure Investment Framework for Auckland to coordinate the region's cultural institutions for more efficient use of funding, more investment and greater collaboration.

Enhance Auckland's local, national and global reputation and appeal

Telling a consistent story about what makes us unique will attract the investment, workers, students and visitors that will help our region grow in a way that enhances what we love about Tāmaki Makaurau Auckland.

- Engage across the Auckland Council group as leaders in, and partner with Auckland businesses, residents, and visitors to share, Auckland's unique positioning and narrative – the Tāmaki Makaurau Auckland Place Brand - as documented in *Tāmaki Makaurau He Aratohu Auckland Playbook*.
- Lead the development of Auckland stories in alignment with *Tāmaki Makaurau He Aratohu Auckland Playbook* and provide open source Auckland brand assets (photography, videography) via aucklandnz.com allowing partners to tell a compelling and aligned Auckland story.
- Develop a domestic and Australian tourism campaign in partnership with Māori, Mana Whenua, Tourism New Zealand, corporate partners and neighbouring regions and leverage Tourism New Zealand's domestic campaign to drive immediate travel to Auckland.
- Develop a new digital content, engagement and transactional platform which supports great online experiences for Aucklanders and visitors right across the region (Digital Auckland).
- Lead the coordination of regional and sub-regional destination marketing across the Auckland Council group to ensure consistency of message to our target audiences and aligned marketing spend.
- Provide opportunities for industry to participate in marketing campaigns across all visitor segments and assist in marketing Auckland to a domestic audience.

Increase capital invested into Auckland for economic and cultural outcomes

We attract investment into Auckland that creates high quality employment and seek investment solutions for Auckland that enhance social, cultural, economic and environmental outcomes for the city.

- Further develop the Invest Auckland site (www.aucklandnz.com/invest) to attract business and foreign direct investment (FDI) into key Auckland sectors (infrastructure and construction, screen/technology/digital, green economy and tourism).
- Focus on key sectors that present large-scale opportunities for Auckland (e.g. medtech, cleantech, digital entertainment) and develop international business attraction strategies.
- Support the digital creative industries, in particular screen (as Auckland's regional film office, Screen Auckland) to attract productions, business, talent and investment (including management of studios including Auckland Film Studios and Kumeu Film Studios) and deliver film permitting operations.
- Work with central government to attract investment into Auckland Unlimited led and facilitated programmes.
- Improve the film and event permitting approval process, including:
 - Introducing a major production / key account process to enable filming that meets a certain net benefit threshold.
 - Work to standardise the film permitting approval process.
 - Investigating how filming activities can be better enabled in the Unitary Plan.
 - Investigating the viability of multi-site resource consents for filming and major events.

Enabling Strategy

Build a sustainable, future-focussed organisation

Climate change response

- Align the organisational internal climate change and sustainability strategy to Te Tāruke-ā-Tāwhiri and Environmental Sustainability Policy (2019).

- Annual measurement and verification of operational carbon emissions in accordance with ISO 14064-1:2006.
- Develop and implement an overarching emissions' reductions plan (aligning with council group's emissions reduction target of 50% by 2030). This is to be done through a Toitū Carbonreduce certification.
- Develop adaption plans for the organisation (e.g. installation of water tanks for the Zoo).
- Deliver on waste diversion from landfill targets (70 to 80% target depending on site or event – to be included in the environmental management system).
- Develop water and energy efficiency management plans for existing sites.
- Enable, support and deliver low carbon events.

Enhance our Māori Responsiveness

- Ensure Auckland Unlimited operations reflect and support the aspirations of Māori, and that effective relationships with iwi are maintained and enhanced.
- Continue to build a strategic partnership with the Mana Whenua Kaitiaki Forum, formalise a strategic partnership with the Whāriki Business Network and continue to focus on collaborations with key delivery partners; Callaghan Innovation, New Zealand Trade & Enterprise Development Inc, Te Puni Kokiri and Te Wananga o Aotearoa, Ngāhere Communities, New Zealand Māori Tourism and Air New Zealand.
- Develop a new Māori Outcomes Plan that draws together the RFA Mahere Aronga Māori – Māori Responsiveness Plan 2018-2021 and ATEED's Māori Responsiveness Plan 2019.
- Continue to build on targeted activities and programmes such as:
 - A unique, dedicated Māori science programme at Auckland Zoo.
 - Auckland Live collaborations and co-presenting with Māori writers, producers and performers.
 - Integration of mana whenua design principles in major developments and building upgrades.
 - Incorporating Māori perspectives and stories within programmes and exhibitions at Hui Te Ananui A Tangaroa New Zealand Maritime Museum and Auckland Art Gallery.
 - Support for Whāriki, the Māori Business Network for Tāmaki Makaurau.

Strategic Initiatives

In coordination with the above work programme, we are also working hard to bring our new organisation to life and fully realise the benefits that our new and expanded remit can bring for Auckland. As a means of realising these benefits, we have identified six strategic initiatives that are designed to be cross-organisational, emblematic of our new organisational purpose and achieve multiple outcomes across our strategic framework. These initiatives are still in their formative stages and further work is required to fully scope them from a time, cost and resource perspective. The six initiatives are:

1. **Digital Auckland:** Developing a new content, engagement and transactional platform across the city. Delivering benefits early through aggregation and simplification.
2. **Cultural Institutions Framework:** Realising Auckland's optimal cultural infrastructure with equitable funding and appropriate ownership and governance models, reflecting the city's growing and diverse communities.
3. **Urban Māori Experience:** Building an urban Māori footprint across Tāmaki Makaurau that expresses the values and aspirations of Mana Whenua and Māori
4. **Choose Auckland:** Attracting and retaining companies and talent in the tech and creative industries to create ecosystem "stickiness".
5. **Archipelago of Neighbourhoods:** Joining-up the economic & cultural geography of the city and developing integrated destination management/ place-based economic development plans.
6. **Carbon Neutral, Zero Waste Events and Venues:** Changing consumer expectations and creating market-moving momentum in the ecosystem by setting a bold ambition for our activities.

Auckland Unlimited will continue to scope and develop these initiatives with the intention of building them into our work programme over the coming 1-3 years.

Performance Outlook

The Service Level Measures have been developed in the context of the COVID-19 pandemic and the associated constrained economic environment, Auckland Council group funding pressures and restrictions on venue capacity and international travel.

Auckland Unlimited has taken a somewhat conservative view of what can be achieved in 2021/22 given the as yet uncertain impact of external influences, with plans in place to scale up in 2022/23 when it is anticipated that international borders will reopen, consumer confidence will strengthen, and the economic climate will improve.

Key Performance Indicators

The KPIs below relate to the activities of both Auckland Unlimited Limited and Auckland Unlimited Trust as indicated and will be reported in accordance with the CCO Accountability Policy.

Key Performance Indicator	2019/20 Actual	2020/21 Forecast	Targets			Auckland Unlimited Limited (AUL) or Auckland Unlimited Trust (AUT)
			2021/22	2022/23	2023/24	
Enhance Auckland as a culturally vibrant city for all.						
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events. (LTP measure)	Not measured	Not measured	1.44m	1.82m	2.08m	AUT
Percentage of Auckland residents surveyed who consider that Auckland Unlimited Trust's programmes, events and exhibition enrich their lives.	73%	70%	70%	70%	70%	AUT
The net promoter score for Auckland Unlimited's audiences and participants. ² (LTP measure)	45	20	20	20	20	AUT
Expand economic opportunities for all Aucklanders.						
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention. (LTP measure)	4,315	3,000	3,000	3,000	3,000	AUL

² Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

Number of Māori businesses that have been through an Auckland Unlimited programme or benefitted from an Auckland Unlimited intervention. (LTP measure)	333	120	150	150	150	AUL
Provide an effective social, economic, cultural and environmental return on investment.						
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	52%	LTP: 65% Revised: 42%	44%	53%	59%	AUT
Increase capital investment into Auckland for economic and cultural outcomes.						
Attributable value of private sector investment secured over the year.	\$403m	\$100m	\$200m	\$200m	\$200m	AUL
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$33.7m	LTP: \$66.5m Revised: \$25m	\$34m	\$37m	\$71m	AUL
Build a sustainable future focussed organisation.						
Carbon emission reductions. (year-on-year % change)	Not measured	Baseline	tbc	tbc	tbc	AUT
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	44	18	20	20	20	AUT
Percentage of customer complaints resolved within 10 working days.	Not measured	Not measured	Develop policy, process and benchmark	Maintain or improve	Maintain or improve	AUT

Developing our Indicator Framework

Auckland Unlimited will continue to refine its indicator framework to ensure our KPIs reflect the impact of the work we do and inform all key stakeholders of the effectiveness of our activities. Over the next 12 months we will continue to align our KPIs with our strategic framework outcomes and ensure appropriate targets are in place.

Monitoring Indicators

In addition to our performance measures, Auckland Unlimited has identified a range of monitoring indicators which we report regularly through the AKL Index (www.aucklandnz.com/auckland-index). These indicators reflect outcomes at the regional level that are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but that we aim to influence through our activity. As the city's economic development agency, we take a leadership role in monitoring, reporting and influencing these indicators as we can, however we do not measure the performance of our organisation against them.

Financial Statements

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for Auckland Unlimited. Auckland Unlimited operates a diverse business model with external revenue earned from commercial activities such as admission charges, venue hire, event-related services, and property rental. As part of the Auckland Council group, Auckland Unlimited will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and a strong focus on managing sensitive expenditure.

The financial information provided in this Statement of Intent for 2021-2024 has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of Auckland Unlimited's external revenue to balance to the operational funding received from Auckland Council. Financial data is Actuals for 2019/20, Emergency Budget for 2020/21, and the Long-Term Plan for financial years 2021/22, 2022/23 and 2023/24.

The APTR has been removed from the 2021/22 financial year. The \$14.9m funding reduction has been applied to employee benefits, grants and sponsorships and other expenditure based on a review of programmes that would be impacted by the funding reduction. The tables below do not include deferred programme expenditure from the 2020/21 financial year.

Consolidated Financial Information for Auckland Unlimited

Auckland Unlimited Operating Budget

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget*	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
NET DIRECT EXPENDITURE / (INCOME)	91.7	117.3	107.8	112.8	106.6
Direct Revenue (\$m)					
Fees and user charges	34.9	23.5	39.5	50.8	61.7
Operating grants and subsidies	10.4	12.6	16.8	16.7	9.5
Other direct revenue	35.8	28.8	31.7	31.8	33.6
TOTAL REVENUE	81.1	64.9	88.0	99.3	104.8
Direct Expenditure (\$m)					
Employee benefits	74.3	74.6	80.8	81.9	81.1
Grants, contributions and sponsorship	8.6	13.2	12.6	14.1	14.3
Other direct expenditure	89.8	94.4	102.4	116.2	115.9
TOTAL EXPENDITURE	172.7	182.2	195.8	212.2	211.3
Other key operating lines (\$m)					
Funding from Auckland Council	91.3	117.1	107.8	112.8	106.6
Vested assets	0.0	0.0	0.0	0.0	0.0
Non-direct revenue	0.0	0.0	0.0	0.0	0.0
Non-direct expenditure	3.7	0.0	0.0	0.0	0.0
Depreciation and amortisation	38.3	38.6	45.7	45.5	46.9
Net finance expense	0.4	0.2	(0.1)	(0.1)	0.0
Tax expense	0.0	0.0	0.0	0.0	0.0

*The Emergency Budget represents Year 3 of the 2018-28 LTP adjusted for approved changes.

Auckland Unlimited Maori Outcomes Expenditure

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
Tamaki Herenga Waka Festival	NA	0.5	0.5	0.5	0.5
Maori Outcomes Programme	NA	1.2	0.7	0.7	0.7

Auckland Unlimited Operating Budget by LTP Activity

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
Net Direct Expenditure (\$m)					
Economic Development & Visitor	43.3	60.3	42.4	56.4	55.2
Regional Facilities	48.4	57.0	65.4	56.4	51.4
NET DIRECT EXPENDITURE	91.7	117.3	107.8	112.8	106.6
Direct Revenue (\$m)					
Economic Development & Visitor	25.6	23.8	36.1	35.3	28.5
Regional Facilities	55.5	41.2	51.9	64.0	76.2
TOTAL REVENUE	81.1	64.9	88.0	99.3	104.8
Direct Expenditure (\$m)					
Economic Development & Visitor	68.8	84.0	78.5	91.7	83.8
Regional Facilities	103.9	98.2	117.3	120.5	127.6
TOTAL EXPENDITURE	172.7	182.2	195.8	212.2	211.3

Auckland Unlimited Capital Budget

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	80.5	50.3	56.7	46.8	51.2
To meet additional demand	0.7	0.0	0.2	0.0	0.0
To improve the level of service	19.4	0.0	0.9	2.7	3.4
To replace existing assets	60.4	50.3	55.6	44.0	47.8
TOTAL CAPITAL FUNDING	80.5	50.3	56.7	46.8	51.2
Sources of capital expenditure					
Capital funding from Auckland Council	75.9	50.3	56.7	46.8	51.2
Subsidies and grants - capex	4.6	0.0	0.0	0.0	0.0

Financial Information for Auckland Unlimited Trust

Auckland Unlimited Trust Operating Budgets

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget*	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
NET DIRECT EXPENDITURE / (INCOME)	48.4	57.0	65.4	56.4	51.4
Direct Revenue (\$m)					
Fees and user charges	34.4	23.0	38.7	50.2	61.2
Operating grants and subsidies	7.1	6.7	2.0	2.1	2.0
Other direct revenue	14.0	11.5	11.1	11.7	13.1
TOTAL REVENUE	55.5	41.2	51.9	64.0	76.2
Direct Expenditure (\$m)					
Employee benefits	50.4	50.7	55.5	53.6	55.8
Grants, contributions and sponsorship	1.3	2.8	1.8	1.8	1.8
Other direct expenditure	52.2	44.7	60.0	65.0	70.0
TOTAL EXPENDITURE	103.9	98.2	117.3	120.5	127.6
Other key operating lines (\$m)					
Funding from Auckland Council	48.0	56.9	65.4	56.4	51.4
Vested assets	0.0	0.0	0.0	0.0	0.0
Non-direct revenue	0.0	0.0	0.0	0.0	0.0
Non-direct expenditure	3.7	0.0	0.0	0.0	0.0
Depreciation and amortisation	35.3	35.7	42.7	42.5	43.9
Net finance expense	0.4	0.2	(0.1)	(0.1)	0.0
Tax expense	0.0	0.0	0.0	0.0	0.0

*The Emergency Budget represents Year 3 of the 2018-28 LTP adjusted for approved changes.

Auckland Unlimited Trust Capital Expenditure

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	80.5	50.1	56.1	46.4	50.8
To meet additional demand	0.7	0.0	0.2	0.0	0.0
To improve the level of service	19.4	0.0	0.9	2.7	3.4
To replace existing assets	60.3	50.1	55.0	43.7	47.4
TOTAL CAPITAL FUNDING	80.5	50.1	56.1	46.4	50.8
Sources of capital expenditure					
Capital funding from Auckland Council	75.9	50.1	56.1	46.4	50.8
Subsidies and grants - capex	4.6	0.0	0.0	0.0	0.0

Financial Information for Auckland Unlimited Limited (excluding Auckland Unlimited Trust)

Auckland Unlimited Limited Operating Budget:

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget*	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
NET DIRECT EXPENDITURE / (INCOME)	43.3	60.3	42.4	56.4	55.2
Direct Revenue (\$m)					
Fees and user charges	0.5	0.5	0.8	0.6	0.6
Operating grants and subsidies	3.3	5.9	14.8	14.7	7.4
Other direct revenue	21.8	17.3	20.5	20.1	20.5
TOTAL REVENUE	25.6	23.8	36.1	35.3	28.5
Direct Expenditure (\$m)					
Employee benefits	23.9	23.9	25.3	28.3	25.3
Grants, contributions and sponsorship	7.3	10.3	10.8	12.3	12.5
Other direct expenditure	37.6	49.7	42.3	51.2	46.0
TOTAL EXPENDITURE	68.8	84.0	78.5	91.7	83.8
Other key operating lines (\$m)					
Funding from Auckland Council	43.3	60.3	42.4	56.4	55.2
Vested assets	0.0	0.0	0.0	0.0	0.0
Non-direct revenue	0.0	0.0	0.0	0.0	0.0
Non-direct expenditure	0.0	0.0	0.0	0.0	0.0
Depreciation and amortisation	3.0	2.9	3.0	3.0	3.0
Net finance expense	0.0	0.0	0.0	0.0	0.0
Tax expense	0.0	0.0	0.0	0.0	0.0

*The Emergency Budget represents Year 3 of the 2018-28 LTP adjusted for approved changes.

Auckland Unlimited Limited Capital Expenditure

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	0.0	0.2	0.6	0.4	0.4
To meet additional demand	0.0	0.0	0.0	0.0	0.0
To improve the level of service	0.0	0.0	0.0	0.0	0.0
To replace existing assets	0.0	0.2	0.6	0.4	0.4
TOTAL CAPITAL FUNDING	0.0	0.2	0.6	0.4	0.4
Sources of capital expenditure					
Capital funding from Auckland Council	0.0	0.2	0.6	0.4	0.4
Subsidies and grants - capex	0.0	0.0	0.0	0.0	0.0

Other Financial Information

Current value of assets	The value of Auckland Unlimited's assets at 31 December 2020 was \$1,575 million, based on the half year accounts.
Accounting Policies	Auckland Unlimited's accounting policies are consistent with those of the Auckland Council group policies.
Financial Reporting	Auckland Unlimited's financial reporting to council will be in accordance with requirements of the Public Benefit Entity International Public Sector Accounting Standards.

	Emergency Budget 2020/21	2021/22 LTP	2022/23 LTP	2023/24 LTP
Asset Sales (\$m)	NA	NA	NA	NA
Shareholder Equity Ratio	95%	95%	95%	95%

Appendix 1: Business Brands

Auckland Art Gallery Toi O Tāmaki

Auckland Art Gallery was established in 1888. The Gallery holds New Zealand’s largest and most extensive collection of national and international art. Through the presentation of exhibitions, public programmes and thought leadership, the Gallery is a catalyst for creative practices and ideas.

Auckland Art Gallery:

- Drives a world class exhibition programme.
- Manages the building and its art collections including curating, research, conservation, external loans and an exhibition programme.
- Delivers public access, education and outreach programmes.
- Supplements it’s funding by attracting revenue through retail, advancement, admissions to paid exhibitions, cafe, events and other commercial services that complement the visitor experience.

Auckland Live and Auckland Conventions

Auckland Live and Auckland Conventions creates a vibrant city where Aucklanders and visitors alike have the opportunity to experience an exciting range of live arts, entertainment, exhibitions, conventions, business meetings and corporate functions.

Auckland Live and Auckland Conventions:

- Is a world-class arts and entertainment organisation.
- Is an industry leader – recognised as a creative hub and catalyst for new ideas.
- Energises the Aotea Arts Quarter, Bruce Mason Centre and Queens Wharf with events and activities.
- Grows Auckland’s international reputation as a viable market and attracts the big shows to the city.
- Is a centre for performing arts development, education, enrichment and high-performance professional training.
- Secures and hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable Auckland Unlimited venues.
- Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.
- Grows Auckland’s international reputation as a viable market and attracts international conventions and commercial exhibitions to the city.

Auckland Stadiums

Auckland Stadiums delivers the extraordinary and has an integrated approach to operating the region’s stadium network to enable greater financial sustainability and fit-for-purpose stadium network across the Auckland region.

Auckland Stadiums:

- Showcases sports events, concerts, and music festivals in our stadium venues.
- Supports high-performance sport organisations through the provision of appropriate training and administration facilities.
- Provides facilities for a significant community sport and entertainment programme for schools, local and regional clubs.

Auckland Zoo

Auckland Zoo is a leading centre for wildlife conservation, with New Zealand's largest collection of native and exotic species. The Zoo is in a unique position to bring people together to keep wildlife safe from future extinction. It's current project of transformation will establish the zoo as a world class facility.

Auckland Zoo:

- Educates and inspires our community to value wildlife.
- Directs efforts and resources to conserve wildlife in the wild.
- Provides exemplary care for wildlife.
- Ensures all resources are managed efficiently, effectively and sustainably for these purposes.

New Zealand Maritime Museum Hui Te Ananui a Tangaroa

New Zealand Maritime Museum is a heritage institution first established as Auckland Maritime Museum on Hobson Wharf in 1993 and receiving its national title in 1996. It holds and exhibits the largest maritime collection in New Zealand, demonstrating our strong links to the sea and aspires to explore and unite the people with the sea.

NZ Maritime Museum:

- Aims to provide rewarding, enjoyable and unique discovery experiences to Aucklanders of all ages in the area of national, regional and local maritime heritage.
- Preserves, presents, interprets and celebrates its collection of vessels, artefacts, documents and displays in a way that stimulates interest.
- Is a place of learning and understanding, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.