

# Statement of Intent

1 JULY 2019 TO 30 JUNE 2022



## 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 ō ngā tai e wha,  
e mihi ana.

E tuku mihi maioha tēnei ki ngā  
mataawaka ō te motu ko koutou  
te puhariki ō te waka nei  
Ki a koutou katoa ngā kaihoe  
ō 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 Regional Facilities Auckland

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!

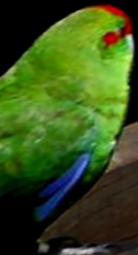
To all authorities, all voices, the many  
affiliations, greetings. Let the swirling  
wind carry esteemed salutations.

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.



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# RFA





## ***Introduction from the Chair and CEO***

Regional Facilities Auckland (RFA) presents exciting, engaging, and accessible experiences to those who live in and visit our city. We are a substantive council-controlled organisation of Auckland Council charged with delivering exciting and creative event programming, high-quality venues and facilities and exhibition of collections and wildlife.

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### **OUR PURPOSE**

Enriching life in Auckland by engaging people in the arts, environment, sports and events.

### **OUR AMBITION**

To be the organisation that enhances Auckland's reputation for the depth, quality, and diversity of experiences it offers in art, live entertainment, the natural environment, sport and events.

### **OUR APPROACH**

To achieve our ambition, our divisions will work individually and collectively to generate and deliver exceptional programming, experiences and facilities.

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This Statement of Intent represents the objectives, nature, and scope of activities undertaken and the performance metrics by which we are measured. It takes into account Auckland Council’s expectations as noted in the Mayor’s Letter of Expectations, CCO Accountability Policy and refreshed Auckland Plan.

Supporting this is our Strategic Plan, which will enable us to further the work of building a single organisation with six brands that deliver exceptional and engaging experiences in the arts, sports and cultural and natural heritage; create and deliver programmes that reach all in our community; ensure that such rich experiences remain available for future generations; and continue to improve our organisational sustainability.

The priorities for 2019-2022 are:

#### **ENGAGING OUR COMMUNITIES**

##### ***Breathing life into Auckland through our programmes, events and exhibitions***

RFA will continue to deliver an exciting programme of innovative exhibitions and events for Auckland, including:

- Bringing significant performing arts productions and concerts to Auckland
- Hosting a range of professional and community sports events in RFA stadia
- Activating RFA’s Auckland Live performing arts venues
- Developing new exhibitions at RFA’s exhibiting venues
- Providing curriculum-based learning programmes for school students through RFA venues.

Through this programme, RFA will engage over three million patrons, visitors and fans. Our customer experience initiatives will be focused on further improving experience at all touchpoints of the customer journey, increasing visitor appreciation of the experiences RFA offers (maintaining high levels of Community Value and Net Promoter scores).

#### **REACHING OUR COMMUNITY**

##### ***Providing for all Aucklanders***

RFA will continue to focus on making the experiences we offer as accessible as possible to all Aucklanders. To deliver on this, RFA will continue to provide free or subsidised performing arts events and entry to exhibitions, to deliver and expand our community outreach programmes, and to make RFA content available through digital channels and media partnerships.

#### **PROVIDING FOR FUTURE GENERATIONS**

##### ***Ensuring a future Auckland that is rich in experiences***

RFA is the trusted steward of nationally significant art, zoological and maritime history collections that provide unique, enjoyable and educational experiences for the community. To ensure art, wildlife and maritime history experiences remain for future generations, RFA employs nationally and internationally recognised experts in the care and conservation of art, wildlife and historical maritime artifacts. Their work includes the care of RFA’s immediate collections, and extends also to include the restoration of art and historic artifacts and the conservation of wildlife more widely.

RFA is also responsible for maintaining a series of iconic Auckland venues, with a combined value of over \$1.3 billion. Ensuring the appropriate levels of renewals and investment in these venues remains a key responsibility of RFA. Major projects for the 2019/20 financial year include the ongoing redevelopment of



Auckland Zoo's infrastructure and precincts, completion of the Aotea Centre refurbishment, and strategic investments into the stadiums network. These projects are central to our vision of providing Aucklanders with fit-for-purpose venues.

## **SUSTAINING OUR ORGANISATION**

### ***Growing our business, our people and our culture***

The improved integration of our operations will contribute to efficiencies resulting in a more secure and viable future for RFA. We will progress the mayoral priority to generate sustainable long-term revenue growth through exploring strategic investment beyond 2020.

The Long Term Plan 2018-28 provides more sustainable long-term funding for operational and capital needs, however RFA will work with Council to investigate the merits of an alternative funding model which may be more appropriate for RFA.

The main challenges facing our business are:

#### **1. Auckland growth**

- Increasing population and demands on infrastructure
- Population diversification and inequality
- Funding pressures

#### **2. Aging infrastructure and legacy under-investment**

- Increasing costs to operate
- Poor asset and network performance
- Compromised customer experiences
- Risk of eventual asset failure

#### **3. Multiple mature businesses / brands becoming 'one' organisation**

- Segregated operating models
- Integration of new businesses and venues
- Under-investment in sustainable revenue growth

#### **4. Increased competition in a highly volatile market**

- Significant investment by competitors into assets and services in Australasia
- Increasing competition for events within Australasia
- Changing and increasing customer expectations

#### **5. Health, safety and security**

- Under-investment in a fragmented security infrastructure
- A rapidly evolving security threat spectrum
- Increasing number of patrons visiting RFA venues.

## **BOARD GOVERNANCE**

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

- Risk (including health and safety)
- Capital Projects
- Remuneration
- Board Appointments (Auckland War Memorial Museum and MOTAT)

We have a values-based culture that is focused on the delivery of public good and value for money for the Auckland community.

Through RFA's regional and collaborative approach, we will deliver on the commitments contained within this Statement of Intent.

Andrew Barnes  
Chair

Chris Brooks  
Chief Executive



## 1 Purpose of the Statement of Intent

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Regional Facilities Auckland Limited (RFAL) and Regional Facilities Auckland (RFA) for the next three years, and the objectives to which these activities will contribute.

This SOI includes information on key deliverables, financial information, and performance measures and targets to enable organisational accountability and transparency.

## 2 About RFA

Regional Facilities Auckland Limited acts as a corporate trustee for Regional Facilities Auckland, a charitable trust and a substantive Auckland Council controlled organisation.

**RFA's role is to enrich life in Auckland through:**

- Engaging our community with the arts, sports, and our natural and cultural heritage
- Reaching all Aucklanders through our exhibitions, programmes and events
- Providing for future generations by ensuring that Auckland remains rich in experiences into the future
- Sustaining our organisation, by growing our business and developing our people to better deliver the experiences RFA offers.

**RFA fulfils its role by:**

- Delivering exciting, creative and memorable experiences through its exhibitions, programming and delivery of events
- Ensuring that its asset portfolio (valued at \$1.38 billion) including landmark venues, collections and assets, is maintained through the delivery of capital programmes.

**The regional facilities owned and managed by RFA are:**

- Aotea Centre
- Aotea Square (managed only)
- Auckland Town Hall (managed only)
- Auckland Art Gallery
- Auckland Zoo
- Bruce Mason Centre (unit titles) and Killarney Street car park
- Mt Smart Stadium
- North Harbour Stadium
- Queens Wharf (managed only)
- The Civic
- Viaduct Events Centre (currently leased to Emirates Team New Zealand)
- Western Springs Stadium
- MOTAT (landowner only)
- The Trusts Arena (landowner only)
- New Zealand Maritime Museum
- Spark Arena (owned and leased to QPAM).

**RFA advises Auckland Council on levy setting and governance for:**

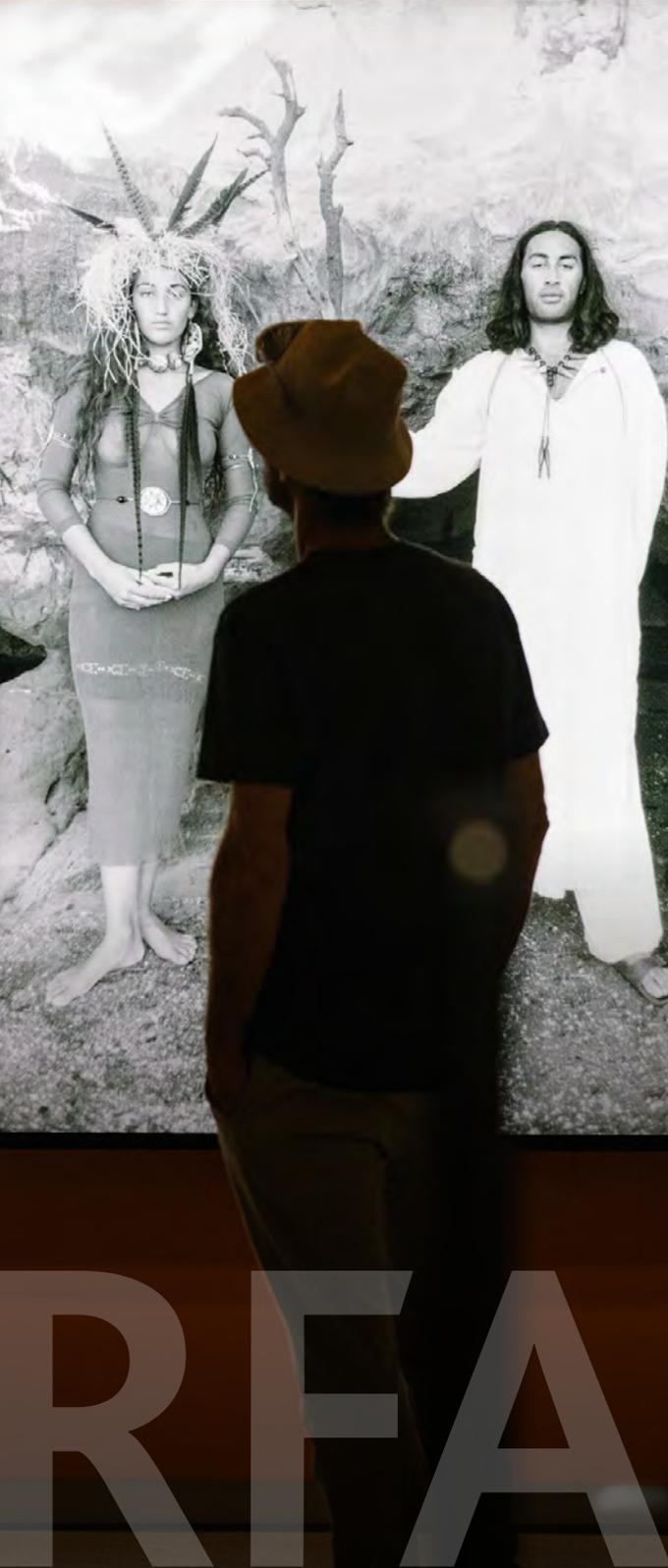
- MOTAT
- Auckland War Memorial Museum.

**RFA provides operational and/or capital funding to:**

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

While these entities do not have a direct operational connection to RFA, they may choose to collaborate with RFA for mutual benefit.

Under the terms of RFA's deed of trust, the regional focus of the trust does not preclude RFA from carrying out activities outside of Auckland, or might benefit any area outside of Auckland, if those activities advance the purposes of RFA. To this end, RFA forms partnerships and relationships with other government, community, business and industry organisations in New Zealand and overseas that support the achievement of RFA's objectives.



## PROVIDING FOR THE COMMUNITY

The core focus of RFA's activities is on enriching life in Auckland for our community and our visitors. RFA creates unique, engaging and educative experiences for Aucklanders and visitors to Tāmaki Makaurau Auckland. 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.

Accordingly, subsidised entry is provided by Auckland Art Gallery, Auckland Zoo and New Zealand Maritime Museum. Free and subsidised community events are provided by Auckland Live, Auckland Art Gallery and Auckland Stadiums. Community and schools access to sporting facilities is provided by Auckland Stadiums. Subsidised education and school programmes are offered by Auckland Art Gallery, Auckland Live, Auckland Zoo and New Zealand Maritime Museum.

RFA offers a wide and unique range of services including art and maritime exhibitions, care of wildlife species, and event programming and delivery across our venues. These core services are further supported by conservation, research, industry and talent development, community outreach, public engagement and educational activities across our organisation.

## BUSINESS BRANDS

RFA has six business brands to which RFA Corporate provides shared services in finance, facilities management, people and culture, risk and assurance, information and communications technology, customer experience, visitor security and project delivery.

The external revenue generated by our brands funds approximately two-thirds of the cost of delivering all our products and services that help achieve the organisational objectives agreed with Auckland Council.

## Auckland Art Gallery Toi o Tāmaki

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

### Auckland Art Gallery:

- 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 its funding by attracting revenue through retail, advancement, admissions to paid exhibitions, an international visitor charge cafe, events and other commercial services that complement the visitor experience.

## Auckland Conventions Venues & Events

Auckland Conventions Venues & Events (Auckland Conventions) offers New Zealand's largest portfolio of unique and versatile venues for a wide range of events, from large-scale exhibitions and conventions to business meetings and corporate functions.

### Auckland Conventions:

- Secures and hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable RFA 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.



## BUSINESS BRANDS

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### Auckland Live

Auckland Live seeks to create a vibrant city where Aucklanders and visitors alike have the opportunity to experience an exciting range of live arts and entertainment.

#### Auckland Live:

- 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.

### Auckland Stadiums

Auckland Stadiums champions an integrated approach to developing the region's stadium network to enable greater financial sustainability and fit-for-purpose stadium facilities 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 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.

#### Auckland Zoo:

- 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 and aspires to explore and unite the people with the sea.

#### New Zealand 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.



### 3 **RFA's Contribution to the Implementation of the Auckland Plan 2050**

The Auckland Plan 2050 was adopted by the Auckland Council Planning Committee on 5 June 2018. The plan is the roadmap to how Auckland is expected to grow and change during the next 30 years as it tackles the three key challenges to address if the city is to achieve the Auckland wanted by 2050.

These are:

- Population growth and its implications
- Sharing prosperity with all Aucklanders
- Reducing environmental degradation.

The Auckland Plan sets the direction for tackling these challenges. It outlines the values that will shape how the city works together and identifies key organisations that will play important roles in creating a shared future.

It does this by setting out the following:

- Six outcomes – the aspirations for the future for Aucklanders and Auckland
- How to achieve the six outcomes – through 20 directions and 37 focus areas
- How to track progress – through 33 measures against the six outcomes
- How to change and grow – development strategy for the future of Auckland, including how we will sequence growth and development and the infrastructure needed.

#### OUTCOMES: What the plan aims to achieve



RFA plays a critical part in delivering the Auckland Plan and will work with Auckland Council to implement the final version of the Auckland Plan 2050. The table on the following pages set out the Auckland Plan 2050 outcomes and how RFA contributes towards these.

**AUCKLAND PLAN OUTCOMES:**

## Belonging and participation

All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.



**DIRECTIONS**

Foster an inclusive Auckland where everyone belongs.

Improve health and well-being for all Aucklanders by reducing harm and disparities in opportunities.

**RFA FOCUS AREAS**

Create safe opportunities for people to meet, connect participate in and enjoy community and civic life.

Provide accessible services, social and cultural infrastructure that are responsive in meeting peoples' evolving needs.

Recognise, value and celebrate Aucklanders' differences as a strength.

Recognise the value of arts, culture, sport and recreation to quality of life.

**HOW RFA CONTRIBUTES**

RFA offers venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities.

RFA provides a wide range of free and/or subsidised events and exhibitions for the Auckland community, as well as providing our venues for community use. RFA's programming aims to ensure content of interest and relevance to the widest range of Auckland's diverse community.

Education and school programmes are offered by Auckland Art Gallery, Auckland Live, Auckland Zoo and New Zealand Maritime Museum, with community events provided by Auckland Live, Auckland Art Gallery and Auckland Stadiums.

RFA is also growing its outreach programme aimed at engaging the wider Auckland community outside RFA venues.

Within RFA venues, RFA recognises the importance of all aspects of accessibility, as reflected in affordability, transport and physical accessibility.

When major events are staged at RFA venues, our management works with Auckland Transport to ensure efficient transport options are available to patrons, often as part of their ticketing. RFA has also planned for the impact of the City Rail Link on its CBD venues.

Significant refurbishment of RFA's venues targets improvements to meet aesthetic, amenity, and physical accessibility standards, such that all Aucklanders can experience RFA programmes.

Through RFA websites, information is provided to Aucklanders on venue accessibility including wheelchair access points, hearing aid loop information, and guide dogs are welcome at all venues. Sign language interpretation and audio-descriptions are also offered in many performances. RFA is also continuing to expand remote access to our programmes through digital and other media channels.

AUCKLAND PLAN OUTCOMES:

## Māori identity and wellbeing

A thriving Māori identity is Auckland's point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.



### DIRECTIONS

Advance Māori wellbeing.  
Promote Māori success, innovation and enterprise.  
Recognise and provide for Te Tiriti o Waitangi outcomes.  
Showcase Auckland's Māori identity and vibrant Māori culture.

### RFA FOCUS AREAS

Meet the need and support the aspirations of tamariki and their whānau.  
Strengthen rangatahi leadership, education and employment outcomes.  
Celebrate Māori culture and support te reo Māori to flourish.  
Reflect mana whenua mātauranga and Māori design principles throughout Auckland.

### HOW RFA CONTRIBUTES

RFA implemented a Māori Responsiveness Plan 2018-2021 (MRP) which aligns with the Auckland Council Group Māori Responsiveness Framework. The MRP provides RFA's shared approach across our six business divisions towards advancing the organisation's success in being more responsive and effective in delivering Māori outcomes. RFA adopted the following strategic statement to steer the development of the RFA MRP:

*RFA will showcase Auckland's Māori identity and talent by celebrating Māori culture and supporting te reo Māori to flourish.*

Refer to section 7 for more information.

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AUCKLAND PLAN OUTCOMES:

## Homes and places

Aucklanders live in secure, healthy, and affordable homes, and have access to a range of inclusive public places.



### DIRECTIONS

Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living.

### RFA FOCUS AREAS

Create urban places for the future.

### HOW RFA CONTRIBUTES

RFA is 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.

RFA's venues are considered public spaces and continue to be inclusive and accessible for all Aucklanders.

AUCKLAND PLAN OUTCOMES:

## Environment and cultural heritage

Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value and for the benefit of present and future generations.



**DIRECTIONS**

Ensure Auckland’s natural environment and cultural heritage is valued and cared for.

Apply a Māori world view to treasure and protect our natural environment (taonga tuku iho).

Use growth and development to protect and enhance Auckland’s natural environment.

Ensure Auckland’s infrastructure is future-proofed.

**RFA FOCUS AREAS**

Encourage all Aucklanders to be stewards of the natural environment and to make sustainable choices.

Focus on restoring environments as Auckland grows.

Protect Auckland’s significant natural environments and cultural heritage from further loss.

Use green infrastructure to delivery greater resilience, long-term cost savings and quality environmental outcomes.

**HOW RFA CONTRIBUTES**

Auckland Zoo contributes to local and international breeding, conservation and educational programmes to build an understanding of wildlife and conservation.

RFA’s businesses will minimise the use of water, electricity and associated waste across our venues.

Auckland Art Gallery and New Zealand Maritime Museum dedicate significant resources to preserving Auckland’s cultural and art history for future generations.

Refer to section 6 for more information on environmental sustainability and climate change.

AUCKLAND PLAN OUTCOMES:

## Opportunity and prosperity

Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.



**DIRECTIONS**

Create the conditions for a resilient economy through innovation, employment growth and raised productivity.

Attract and retain skills, talent and investment.

Develop skills and talent for the changing nature of work and lifelong achievement.

**RFA FOCUS AREAS**

Harness emerging technologies and ensure equitable access to high quality digital data and services.

Ensure regulatory, planning and other mechanisms support business, innovation and productivity growth.

Advance Māori employment and enable Māori business and iwi organisations to be significant drivers of Auckland’s economy.

Increase educational achievements, lifelong learning and training, with a focus on those most in need.

**HOW RFA CONTRIBUTES**

Digital advancement is a key initiative for RFA in improving its customer experience.

Auckland Art Gallery, Auckland Zoo, New Zealand Maritime Museum and Auckland Live offer educational programmes and professional training programmes for young people and young professionals.



#### 4 **RFA's Strategic Objectives and Plan**

RFA has four strategic themes aimed at ensuring RFA meets its objectives and delivers public good outcomes and value for money for the Auckland community.

The following outlines these strategic themes and RFA's planned activities under each.

Note: Where there is a strong community or specific group interest in a project or programme, RFA commits to discussing or working with Auckland Council on that project or programme.

### ENGAGING OUR COMMUNITY

RFA will deliver a rich and engaging programme of exhibitions and events for Auckland in the fields of the visual arts, performing arts, sports and cultural and natural heritage.

#### *Deliver engaging, innovative and relevant exhibitions and events for Auckland*

During 2019/20, RFA will deliver an exciting year of exhibitions and events for Auckland, including:

- 22 weeks of major productions and concerts across RFA's performing arts venues and stadia
- 43 sports events in RFA stadia
- 1,551 performing arts event days in Auckland Live venues
- 28 new exhibitions at RFA's exhibiting venues: Auckland Art Gallery, New Zealand Maritime Museum and Auckland Zoo
- Learning programmes for over 70,000 school students through Auckland Art Gallery, NZ Maritime Museum and the Auckland Zoo.

#### *Measure and improve our customers' experience of our programmes and venues*

- Through its programme for 2019/20, RFA will attract over three million patrons, visitors and fans from Auckland and beyond.
- RFA will continue to measure, and respond to, the level of value the community places on the experiences we offer (our Community Value Score) and the extent to which our visitors and patrons appreciate and advocate for the quality of these experiences (Net Promoter Score).
- Our customer experience initiatives will respond to this feedback, and be focused on further improving experience at all touchpoints of the customer journey, increasing visitor appreciation of the experiences that RFA offers.



RFA

## REACHING OUR COMMUNITY

RFA continues to work to ensure that we offer enriching experiences that are relevant and accessible to all of Auckland's diverse communities.

### *Deliver a programme of free or subsidised experiences*

During 2019/20, RFA will continue to focus on making the experiences we offer as accessible as possible to all Aucklanders by:

- Delivering 95 free or subsidised performing arts events
- Providing free or subsidised entry for over 1.4 million visitors to Auckland Zoo, Auckland Art Gallery and the New Zealand Maritime Museum
- Providing free and subsidized, curriculum-based, programmes for 70,000 students at Auckland Zoo, Auckland Art Gallery and the New Zealand Maritime Museum, and in Auckland Live venues.

### *Deliver and grow RFA's outreach efforts*

RFA will continue and expand efforts to deliver RFA programmes outside our venues and within the wider community:

- Delivering conservation science training for schools within Auckland's regional parks
- Providing outreach programmes and workshops focusing on the visual arts
- Providing heritage sailing experiences on the Waitematā Harbour

### *Make RFA content freely available through digital and other media channels*

Grow RFA's digital audience through:

- Continuing to grow RFA's audience engagement through its web and social media presence
- Broadcast free access to RFA content through RFA's innovative digital stage in Aotea Square
- Seek additional broadcast channels for RFA content through media partnerships.

## PROVIDING FOR FUTURE GENERATIONS

RFA will work closely with Council on the future needs of Auckland for arts, sporting, and natural and cultural heritage institutions and venues, including collaboration on proposals for redevelopment of its assets, including consideration of national needs and the potential for national contribution. This includes participation in:

### *Cultural Heritage Sector Review*

RFA will continue to work with Council and other cultural heritage sector stakeholders (including MOTAT, Stardome Observatory and Planetarium and Auckland War Memorial Museum) in the co-design of a sector strategy to provide greater value for money for ratepayers and better outcomes for stakeholders.

Specifically, RFA will show leadership in providing input and advice to the Cultural Heritage Sector Review, ensuring Council is kept informed on the progress of the review as well as working with Council to assist with implementation of any recommendations subsequently adopted.

### *Auckland Stadiums – Venue Development Strategy*

RFA's Venue Development Strategy outlines strategic investment in Auckland's stadium network to ensure it is fit-for-purpose and able to provide the full range of opportunities demanded of a city the size of Auckland.

RFA will continue to work with Council to refine and conclude this strategy work and implement it over time.

### *Sector opportunities*

Since amalgamation, RFA's focus has largely been focused on consolidation of its core operations. RFA will continue to offer support and leadership within the sectors it operates to provide better value for ratepayers and to assist in improving Council's investment.

## PROVIDING FOR FUTURE GENERATIONS

RFA will ensure that its capital investment decision-making is underpinned by clear strategy and business cases where appropriate. RFA will share information supporting major capital expenditure decisions with Auckland Council.

For 2019-2022, in addition to the delivery of essential renewals work to ensure RFA venues are fit-for-purpose for hirers and the Auckland community, there are three priority areas for capital investment in RFA assets, as follows:

### *Auckland Stadiums*

The LTP 2018-28 includes investment into essential renewals at Western Springs, North Harbour and Mt Smart stadiums, with the aim of increasing utilisation and financial sustainability.

At the time of writing, Auckland Council were considering the future of Eden Park and Council's role in its financial sustainability. RFA has indicated that integrated management of the four large outdoor stadiums will improve financial sustainability of the stadium network. The outcome of this will be considered in the upcoming months.

### *Aotea Quarter*

Renewal of the exterior and interior of the Aotea Centre commenced in February 2018 and is due for completion in 2019. This will address the Centre's weather-tightness issues, meet compliance requirements and significantly improve the patron experience. This is the most significant upgrade to the Centre since its opening in 1989.

The LTP 2018-28 also includes preliminary funding for the proposed expansion of the Centre, with the addition of new studio, convention and administrative spaces. It will address the requirement for high-quality, centrally located, flexible and multi-purpose spaces designed to meet the needs of top professionals and emerging artists. The remainder of the funding required will be sought as part of future Annual Plan or LTP processes after the completion of the detailed planning process.

### *Auckland Zoo*

Auckland Zoo infrastructure is aging and, in a number of areas, falls short of community and international standards. A significant renewals programme spanning over 10 years is currently underway to address these issues across the site in response to increasing international standards of animal care, health and safety and improved visitor experiences.

The current capital programme at the Zoo, the largest in its history, involves a significant upgrade of the South East Asia precinct and restaurant area. Construction for this project commenced in February 2018 and is due for completion in 2020.

RFA will continue to work to ensure that the visual arts, wildlife and our maritime environment and history remain available for our future generations

### *Conservation of cultural and natural heritage*

- Through providing wildlife management expertise, RFA will continue to contribute to ensuring our natural heritage is preserved for the future
- Through the work of the New Zealand Maritime Museum, RFA will help promote awareness and care for Auckland's unique maritime environment
- RFA will continue to work with Council to ensure appropriate facilities for the long term storage of the nationally significant collection of artworks that RFA has responsibility for.



## SUSTAINING OUR ORGANISATION

RFA continues to seek further business efficiencies and value for money.

### *Determine a more appropriate funding model*

RFA will continue to work with the CCO Governance and External Partnerships Unit and the Financial Strategy and Planning team to explore more appropriate funding models for RFA Board and Auckland Council consideration.

### *Grow our revenue*

RFA's external commercial revenue continues to be cyclical and subject to a high degree of market volatility. RFA will continue to identify, develop and implement opportunities to increase external revenue to minimise the cost to ratepayers of delivering activities that enhance New Zealand's cultural capital.

These include:

- RFA business divisions collaborating to investigate additional revenue streams and opportunities
- Exploring other revenue opportunities through closer collaboration across the sectors we operate in, partnering with private sector businesses, and leveraging Council group initiatives
- Enriching events programming and driving revenue growth through pursuing investment opportunities
- Working with various sectors and our business partners to develop philanthropic and sponsorship activities
- Creating value in enhanced customer experiences
- Developing greater market intelligence and insight to build new audiences
- Carrying out essential renewals to meet increasing customer expectations
- Strategic capital investment in existing facilities
- Growing the depth and breadth of our revenue base
- Investigating further opportunities to leverage Council shared services
- Contributing to Council's section 17A value for money reviews and working with Council on the recommendations arising from the reviews.

## SUSTAINING OUR ORGANISATION

### Growing our business, our people and our culture

#### *Invest in our people*

Our people are our champions, our heart, and our unique point of difference. We will continue to engage and empower our employees to realise our shared ambition for Auckland. In doing so, RFA will focus on three key areas:

- 1) People Experience** – giving our people memorable experiences that support and build on their passion
- 2) Operational Enablement** – building leadership abilities, providing enabling resources and strengthening collaboration across RFA and Auckland Council
- 3) Organisational Agility** – building the RFA of the future by encouraging greater employee participation in shaping the workplace, leveraging technology to help with our people's development, and delivering leadership and management development.

#### *Ensure a safe environment*

Health, safety and security will remain a key priority across all RFA venues and operations.

During 2019/20, RFA will:

- Implement CCTV upgrades/installation across its venues
- Accelerate initiatives to meet 'Managed' status security level for Protective Security Requirements
- Implement audit tool *Safe365* to assess, 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.

#### *Collaboration across the Council group*

RFA will continue to collaborate with Council as one of the largest users of the shared services provided by Council. RFA seeks to optimise efficiency and value, remove unnecessary duplication and different approaches to core systems and business processes, to pursue shared back-office delivery where appropriate and to better align our respective investment in information and communications technology. RFA will also continue to retain services in-house which are both operational and strategically important.

RFA will continue to work with numerous partners within the broader Council family. RFA, ATEED and Auckland Council work together to develop and deliver significant events for the region and where possible reduce ratepayer funded events and venues competing with each other. RFA will continue to work with Auckland Transport on transportation opportunities for major events to add value to the visitor experience and reduce congestion on Auckland's roads.

RFA's Local Board Engagement Plan 2017, is updated in accordance with the Statement of Intent. The plan is referenced to the Auckland Council Governance Manual for Substantive CCO's 2015. A range of communication and consultation strategies are the responsibility of the designated engagement manager. The role of local boards in the provision of community based/accessible activities is acknowledged, and input from the boards is actively sought. Engagement with the Advisory Panels of Auckland Council is also included.



## 5 **Environmental Sustainability and Climate Change**

RFA is uniquely positioned to showcase sustainability leadership to a large and diverse group of Aucklanders. Across RFA business units, environmental considerations inform decision-making and initiatives. There is a strong commitment to protect natural resources and wildlife, and to play our part in reducing Auckland's carbon emissions.

### *Initiatives include:*

#### **POLICY AND STRATEGY**

RFA has a strong record of leading sustainability through business unit-specific initiatives. During the 2019-2022 period RFA is developing organisation-wide environmental sustainability performance targets for inclusion in subsequent SOIs, along with a roadmap to guide implementation.

#### **CARBON**

Auckland Zoo is a CarboNZero (Enviro Mark Solutions) accredited organisation.

The intent is to measure operational carbon emissions across RFA for the FY2018-2019 and verify them through the CEMARS program (Certified Emissions Measurement and Reduction Scheme). As part of this process reduction targets will be set. The intent is that emissions will be offset in line with CarboNZero certification across the organisation within the next three years.

#### **BUILDINGS**

For major new building and infrastructure renewal projects, RFA is developing clear organisation-wide environmental performance targets at the outset of the project.

RFA is also adopting a green building framework to inform decision-making on smaller building and refurbishment works.

As a trusted steward of some of Auckland's most unique and iconic buildings RFA continuously strives for excellence in building operational performance and facilities management, including continuous optimisation of energy and water usage.

#### **CONSERVATION**

Conservation is at the heart of Auckland Zoo. The Zoo and its partners will continue to work to build a brighter future for wildlife and wild places. RFA is driven by our desire to make a positive difference and inspire others to care about wildlife and wild places as much as we do.

*The International Union for the Conservation of Nature (IUCN) has forecast that 30% of the world's species of wildlife will disappear over the next 50 years – zoos around the world are playing a critical role in helping prevent this.*



**Initiatives include:**

**WASTE MANAGEMENT AND RECYCLING**

Auckland Zoo has an ambitious goal to reduce its carbon emissions from waste to landfill by 70% by 2021. Single-use plastic bags were eliminated seven years ago, and compostable food packaging and utensils are used throughout. Other Zoo initiatives include chilled water stations, re-useable water bottles and coffee cups, and purpose-designed outdoor water bottle filling stations.

Major events held at Auckland Stadiums' venues currently achieve recycling rates of over 80%. Food and beverage packaging is now largely compostable and there is a commitment to further eliminating unnecessary single-use items and problematic plastics through implementation of reusable systems (such as the Globelet cups trialled at major concert events last season), compostable products and high-value recyclables.

Across all RFA venues a target of 75% diversion from landfill has been set for the next three years.

**PROCUREMENT**

RFA will continue to launch new initiatives such as eco-friendly branded products, and re-useable tote bags. Food and beverage packaging choices will be increasingly informed by environmental considerations.

RFA's procurement process will continue to include consideration of environmental sustainability as an important consideration in procurement decision-making.

**PALM OIL**

The Zoo continues to be a leading voice on palm oil ethics. Illegal destruction of rainforest and peatland habitat, and subsequently the loss of wildlife species, is often a consequence of current Palm Oil production. The predominant countries that produce palm oil, Indonesia and Malaysia, are regions that house great biodiversity.

Auckland Zoo has become a member of the Australasian Responsible Palm Oil Network (incorporating ZAA, Unmask Palm Oil, New Zealand and Australian zoos, the Jane Goodall Institute Australia, and various other NGOs) whose vision is that 100% of products in Australia and New Zealand are deforestation-free.

Auckland Zoo works to raise awareness with the public about the palm oil issue, as well as working with suppliers and partners about changes to products.

**COMMUNITY EDUCATION**

In addition to community education and awareness programs run by Auckland Zoo, the Maritime Museum is also educating the public on environmental issues. A new sustainability-themed family room has been installed to communicate the importance of looking after our oceans and encourage responsible consumption and disposal of waste.



## 6 Contributions to Māori Outcomes

In 2018, RFA implemented a Māori Responsiveness Plan: 2018-2021 (MRP) which aligns with the Auckland Council Group Māori Responsiveness Framework. The MRP provides RFA's shared approach across our six business divisions towards advancing the organisation's success in being more responsive and effective in delivering Māori outcomes. RFA adopted the following strategic statement to steer the development of the RFA MRP:

*RFA will showcase Auckland's Māori identity and talent by celebrating Māori culture and supporting te reo Māori to flourish.*

This strategic direction is aligned to Council's Long Term Plan 2018-2028.

Four values frame the organisation's approach to achieving the goals and objectives of the MRP. These are:

- **Mahi tahi – Collaboration**  
RFA businesses work together to achieve shared outcomes
- **Kaitiakitanga – Stewards of Auckland's Regional Facilities**  
Te reo Māori and tikanga Māori are an integral part of our business culture of stewardship
- **Whanaungatanga – Relationships and Engagement**  
Develop and sustain our relationships with Māori to enhance innovation and culture
- **Manaakitanga – Enhance Customer Experiences**  
Provide excellent service where customers, visitors and fans of our venues experience dimensions of Māori culture.

RFA is committed to promoting Auckland's Māori identity as Auckland's point of difference in the world and lifting Māori social and economic well-being by developing new economic opportunities with Māori business interests. In this context, RFA will continue to develop programmes and initiatives to support Māori visibility at regional facilities, support Māori businesses to engage with RFA, and support tikanga Māori cultural expression.

These will vary according to the differing opportunities offered by each of RFA's distinct business units. For example, Auckland Zoo will continue to deliver their unique, dedicated Māori science programme, Auckland Art Gallery will continue to be guided by their Māori Advisory Group, and Auckland Live will continue to collaborate and co-present with Māori writers, producers and performers. Hui Te Ananui A Tangaroa, New Zealand Maritime Museum, weaves Māori perspectives and stories into the kete of the Museum, and this work will continue. The Museum also works with its Pae Arahai, Dr Haare Williams and iwi to develop understanding and connection to Te Ao Māori throughout the Museum's programme and operations.

RFA's venues increasingly include bi-lingual signage, and Māori identity, and Te Aranga design principals are being incorporated in new developments where appropriate in accordance with Auckland Council's Māori Responsiveness Framework.

RFA will also support Auckland Council's initiative in working with the Mana Whenua Kaitiaki Forum on Te Hōanga, to ensure the most effective engagement with all nineteen mana whenua entities with interests in Tāmaki Makaurau.

RFA's Māori Responsiveness Plan contains a detailed action plan for 2018 – 2021.



## 7 Performance Outlook

RFA has an agreed set of performance measures and targets which form the basis for accountability in delivering our key strategic objectives and priorities. These will be reported on quarterly and will align to the measures agreed as part of the Long Term Plan 2018-2028.

RFA will continue to work internally and with Council on the development of meaningful performance metrics that measure our performance in alignment with the outcomes and focus areas in the Auckland Plan.

SERVICE LEVEL STATEMENT	MEASURE	2017/18 ACTUAL	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	
RFA engages people in the arts, environment, sports and events in Auckland	The number of people who experience RFA's arts, cultural, environment and sports venues and events	3.2 m	3.5 m	3.7 m	3.9 m	3.9 m	
	This includes the following specific targets:						
	Total number of visitors to Auckland Zoo	698,045	680,000	730,000	760,000	760,000	
	Total number of visitors to Auckland Art Gallery	545,782	500,000	515,000	530,000	530,000	
	Total number of visitors to NZ Maritime Museum	Not measured	165,000	170,000	185,000	185,000	
RFA delivers arts, environment, sports and event experiences efficiently	How well is RFA engaging audiences and participants	Net promoter score for RFA's audiences and participants <sup>(1)</sup>	Not measured	18	19	20	20
Through RFA's arts, environment, sports and events experiences, Auckland's environmental and cultural heritage is embraced by Aucklanders	Contributing to the growth of the Auckland region	Percentage of operating costs funded through non-rates revenues	60%	65%	60% <sup>(2)</sup>	65%	65%
	Embracing environmental and cultural heritage	Percentage of Auckland residents surveyed who value RFA venues and events	Not measured	Baseline to be set	Maintain or improve	Maintain or improve	Maintain or improve
Number of programmes contributing to the visibility and presence of Māori in Auckland, Tamaki Makaurau		27	14	16	18	18	

(1) 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.

(2) LTP target is 65%, however Council funding and RFA revenue targets for 2019/20 align with an achievement of 60% operating cost funded through non-rates revenue.

## Summary of Financials

### HOW WE FUND OUR OPERATIONS

RFA operates a commercial business model. The external revenue includes revenue earned from commercial activities such as admission charges, venue hire and event-related services, food and beverage, commissions and exclusivity fees, sponsorship, and property rental.

The external revenue amounts to 65% of our total income, with the balance coming from the Auckland Council operational grant.

As part of the Auckland Council Group, RFA 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 2019-2022 has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of RFA's external revenue to balance to the operational funding received from Auckland Council.

### OPERATING BUDGETS

EXPENDITURE (\$MILLION)	ACTUAL 2017/18	REVISED LTP 2018/19	ANNUAL PLAN 2019/20	LTP 2020/21	LTP 2021/22
<b>Net direct expenditure</b>	35.8	36.0	41.0	35.1	35.8
<b>Direct revenue</b>	58.4	62.5	60.7	67.1	68.0
Fees & user charges	46.0	53.1	43.6	54.4	55.2
Operating grants and subsidies	1.7	0.8	1.1	0.9	0.9
Other direct revenue	10.7	8.6	16.1	11.8	11.9
<b>Direct expenditure</b>	94.3	98.5	101.7	102.2	103.8
Employee benefits	46.8	44.9	45.3	46.5	47.8
Grants, contributions & sponsorship	2.0	1.3	1.3	1.3	1.4
Other direct expenditure	45.5	52.3	55.2	54.3	54.7
<b>Other key operating lines</b>					
AC operating funding	27.5	35.6	40.6	34.9	35.6
AC capital funding	44.5	120.6	78.5	40.3	29.1
Vested assets	-	-	-	-	-
Depreciation	27.4	32.8	28.0	34.9	35.2
Net interest expense	(0.6)	(0.4)	(0.4)	(0.3)	(0.2)

## Summary of Financials

## CAPITAL EXPENDITURE

EXPENDITURE (\$MILLION)	ACTUAL 2017/18	REVISED LTP 2018/19	ANNUAL PLAN 2019/20	LTP 2020/21	LTP 2021/22
Total capital expenditure	44.5	120.6	78.5	40.3	29.1
Sources of capital funding	44.5	120.6	78.5	40.3	29.1
Subsidies and grants	-	-	-	-	-
Funding from Auckland Council	44.5	120.6	78.5	40.3	29.1
Asset sales	-	-	-	-	-
Other	-	-	-	-	-

## OTHER FINANCIAL INFORMATION

Current value of assets	The current value of RFA's assets as 30 June 2018 was \$1.38b based on the net asset value of the RFA group as disclosed in the audited financial statements.			
Accounting policies	RFA's accounting policies are consistent with Auckland Council group policies.			
Financial reporting	RFA's financial reporting to Council will be in accordance with the requirements of the COO Manual.			
	BUDGET 2018/19	LTP 2019/20	LTP 2020/21	LTP 2021/22
Asset sales (\$million)	N/A	N/A	N/A	N/A
Shareholder equity ratio	95%	95%	95%	95%



## 8 **Approach to Governance**

Auckland Council works in partnership with its CCOs, and the agreed approach to governance, including risk management, is outlined within the CCO Governance Manual which sits alongside this SOI.

RFA will act in accordance with guidance provided within the CCO Governance Manual.

### **PUBLIC MEETINGS**

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009):

<b>PURPOSE</b>	Consider shareholder comments on draft SOI	Consider performance against SOI targets
<b>DATE</b>	May 2019	October 2019
<b>FORM OF PUBLIC NOTIFICATION</b>	Auckland Council website, NZ Herald	Auckland Council website, NZ Herald

### **RFA OBJECTIVES**

The objectives of Regional Facilities Auckland Limited are:

- To ensure that RFA is administered, and its property held, for the purposes set out in RFA's deed of trust
- To undertake any activities, in accordance with the deed of trust, that further those purposes
- To collaborate with Auckland Council, Government, and the governing bodies of entities that hold or own facilities and amenities of regional significance (for which RFA is not responsible), with an aim to improve their financial sustainability and community contribution.

### **AUCKLAND COUNCIL BRANDING**

RFA will ensure that Council group branding is used appropriately at its venues and facilities to build Aucklanders' understanding of the value of Auckland Council's rates funding.

### **LOCAL BOARDS**

RFA regularly consults with local boards that have governance responsibilities relating to RFA facilities. This is normally the four boards with regional facilities within their areas.

### **ACQUIRING COMPANIES AND ORGANISATIONS**

RFA will ensure that before it subscribes for, purchases or otherwise acquires shares in any company or other organisation it will engage with Auckland Council and obtain the appropriate approvals.



## APPENDIX A – DETAILED CAPITAL EXPENDITURE

EXPENDITURE (\$THOUSANDS)	ANNUAL PLAN 2019/20	LTP 2020/21	LTP 2021/22
Renewals (Auckland Zoo)	33,486	15,711	15,581
Renewals (Aotea Precinct)	14,743	4,745	1,613
Renewals (Western Springs)	11,121	90	190
Renewals (Mt Smart)	2,987	3,238	2,054
Renewals (Technical Services)	1,138	2,000	2,000
Renewals (Event Services)	700	700	500
Renewals (The Civic)	491	38	28
Renewals (Bruce Mason Centre)	1,866	83	614
Renewals (Art Gallery)	1,320	4,443	2,186
Renewals (North Harbour Stadium)	3,007	2,486	1,018
RFA Plus	1,765	885	1,000
Renewals (Viaduct Event Centre)	56	195	-
Art Gallery Development	345	335	375
Equipment and Public furniture	300	300	330
Visitor Security	3,500	4,015	525
Other CAPEX	1,670	1,078	1,044
<b>Total</b>	<b>78,495</b>	<b>40,342</b>	<b>29,058</b>

*He whakaawe i te iwi ki ngā wheako tūroa*



*Inspiring people with unforgettable experiences*