

Statement of Intent

2023 – 2026

July 2023

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 puhiariki 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 (Tātaki 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.

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Introduction

Tātaki Auckland Unlimited's (TAU) role is to enrich the cultural and economic life of Tāmaki Makaurau Auckland.

We promote arts, culture, events, and sport to bring people together, creating vibrancy, building social cohesion, strengthening identity, and generating economic benefits. Promoting and reinforcing Auckland's place in the world as an emerging global city with an enviable lifestyle and a thriving economy, not only benefits Aucklanders directly, but attracts visitors, investment, and talent, which is vital to the ongoing prosperity of our region and our country.

TAU's general rates funding has been reduced by \$34.5m (a third of TAU's Council funding for the previous year), to help meet the Council's operating deficit, and the TAU Board has been asked to prioritise the remaining general rates funding on facilities and events and to focus less on branding and economic development.

This Statement of Intent reflects the Board's response, which includes decisions to:

- Reduce the range of economic development programmes.
- Deliver a reduced major events programme.
- Reduce expenditure on marketing the city and the region.
- Increase prices, taking into account the community's ability to pay.
- Reduce low patronage, subsidised and free activities.

TAU will seek to "do more with less" across all areas of our work by being smart and innovative with the use of our resources, our relationships, and our use of technology.

We are concentrating on what we are best placed to do: partnering with the arts and cultural sectors and with businesses in the entertainment and visitor economy to deliver events and experiences that make Auckland an exciting and stimulating place to live, visit, invest and study all year round; and ensuring that Auckland has facilities and infrastructure to support world-class events and experiences.

Over the next twelve months TAU will launch a city-wide calendar of events and attractions, supported by an online, interactive portal through which Aucklanders and visitors will "Discover Tāmaki Makaurau Auckland". We will host the FIFA Women's World Cup and launch a new annual Moana Festival celebrating our connection with the ocean. The Auckland Art Gallery will host *Ever Present: First People's Art of Australia* and we will welcome an exhibition of gowns by world renown Chinese fashion designer Guo Pei in late 2023.

Throughout the year we will support and promote programming of performing arts, visual arts, the much-loved Pasifika, Lantern and Diwali cultural festivals, and we will continue to support and invest in emerging, creatively original events like Synthony and M9. The Auckland Zoo and the New Zealand Maritime Museum have broad appeal and we will continue to grow their visitor numbers.

We will undertake a significant programme of work to address new and ongoing facility and infrastructural challenges, including improving Auckland's stadium network through better use of the facilities and spending limited capital more wisely. We will complete a major heritage restoration project at the Auckland Art Gallery, and we will work on securing the long-term future of the Western Springs precinct. We will work with the Council to achieve greater integration of the cultural institutions.

Our economic development work will be tightly focussed in a way that generates exponential benefits to Aucklanders, examples being *Climate Connect Aotearoa*, the Henderson Creative Precinct, talent & investment attraction in high-tech, and Auckland's competitiveness as an international screen production centre.

TAU recognises Te Tiriti o Waitangi and the vital role we play in advancing positive Māori outcomes in our region. We will continue to invest in our partnerships with hapū, iwi and Māori groups of Tāmaki Makaurau guided by *Te Mahere Aronga* (our Māori Outcomes Plan) to enrich cultural and economic mahi for the region.

This is a formative time for TAU and our partners, after navigating the impact of COVID-19 on the arts, entertainment, and travel sectors, and now the need to refocus the organisation in the face of less Council funding support. We need to work entrepreneurially and creatively for Auckland, build and strengthen our key relationships and ensure we make every rate-payer dollar go as far as it can.

Our Statement of Intent for the period 2023-26 provides the basis for that action.

Vicki Salmon
Chair

Nick Hill
Chief Executive

Part I:

Strategic Overview

Roles and responsibilities

Tātaki Auckland Unlimited's role is to **enrich the cultural and economic life of Tāmaki Makaurau Auckland**. We do this through pursuing the following strategic outcomes:

Experiences and Events	Engaging experiences and events drive and enhance Tāmaki Makaurau Auckland's unique narrative, vibrancy and prosperity.
Facilities	Tāmaki Makaurau Auckland's cultural venues, collections and precincts are cared for, utilised and enriched for the benefit of current and future generations.
Investment and Innovation	Tāmaki Makaurau's distinct cultural and economic advantages are leveraged to create prosperity for current and future generations.

Tātaki Auckland Unlimited Limited delivers programmes and activities to help make Auckland a desirable place to live, work, visit, invest and do business. Tātaki Auckland Unlimited Limited also acts as the corporate trustee for charitable trust Tātaki Auckland Unlimited Trust which manages venues, collections and experiences.

Tātaki Auckland Unlimited is a substantive council-controlled organisation (CCO) of Auckland Council, including both the amalgamated company and the charitable trust. The specific charitable purposes for which the regional facilities and other assets and funds of Tātaki Auckland Unlimited Trust are held are set out in its trust deed as follows:

Charitable Purposes of the Trust:

- a) **Engaging the communities of Auckland:** support the vision of Auckland as a vibrant city that attracts world-class events and enhances the social, economic, environmental, and cultural well-being of its communities, by providing regional facilities throughout Auckland for the engagement of those communities (and visitors to Auckland) daily in arts, culture, heritage, leisure, sport and entertainment activities; and
- b) **Providing world-class regional facilities:** develop and maintain, applying a regional perspective, a range of world class arts, culture, heritage, leisure, sport and entertainment venues that are attractive both to residents of and visitors to Auckland.

The Trust has been established, and is to be maintained, to promote the effective and efficient provision, development and operation of regional facilities throughout Auckland for the benefit of Auckland and its communities (including residents of and visitors to Auckland) and in particular the:

- c) **Development and operation of regional facilities:** to promote, operate, develop and maintain, and to hold and manage interests and rights in relation to, regional facilities throughout Auckland, and to promote and co-ordinate strategic planning in relation to the ongoing development and operation of such facilities;
- d) **Provision of high-quality amenities:** to provide, and to promote the provision of, high quality amenities at regional facilities throughout Auckland that will facilitate and promote arts, cultural, heritage, education, sports, recreation and leisure activities and events in Auckland which attract and engage residents and visitors; and
- e) **Prudent commercial administration:** to administer, and to promote the administration of, regional facilities throughout Auckland on a prudent commercial basis, so that such facilities are operated as successful, financially sustainable community assets.

The Trust's assets and funds must be managed and applied to advance these charitable purposes.

The facilities and related matters owned and/or managed by Tātaki Auckland Unlimited (TAU) are outlined below. A number of these facilities are also Auckland Council Strategic Assets¹ as identified in the 2022 Significance and Engagement Policy and the CCO Accountability Policy.

¹ The Auckland Council 2022 Significance and Engagement Policy identifies the Auckland Zoo, the Auckland Art Gallery (including the associated art collection) and the Auckland Council network of stadiums and venues as Strategic Assets.

Owned and operated:

- Aotea Centre (including Kiri te Kanawa Theatre and Herald Theatre)
- Auckland Art Gallery Toi o Tāmaki (including the art collection)
- Auckland Zoo
- Bruce Mason Centre and Killarney St car park
- Go Media Stadium, Mt Smart
- New Zealand Maritime Museum Hui Te Ananui a Tangaroa (including heritage vessels and collection)
- North Harbour Stadium
- The Civic
- Western Springs Stadium
- Viaduct Events Centre

Operated, but not owned (managed facilities):

- Aotea Square
- Auckland Town Hall
- Shed 10
- The Cloud
- Auckland Film Studios
- Kumeu Film Studios
- GridAKL

Owned, and leased to a third party:

- Spark Arena (long-term lease to QPAM)

TAU is the landowner for the Museum of Transport and Technology (MOTAT) and The Trusts Arena. TAU also advises Auckland Council on levy setting and board appointments for MOTAT.

TAU provides operational and/or capital funding on behalf of Auckland Council to:

- The Trusts Arena
- Due Drop Events Centre
- Eventfinda Stadium
- Stardome Observatory and Planetarium





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

Providing for the community

The core focus of TAU'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 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, connect Auckland's culture with the global community and pursue partnerships in support of our Te Tiriti o Waitangi obligations and commitments. Access is a central principle. Where funding levels permit, free and subsidised entry and programmes are provided across as broad a 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.

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. It is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Tātaki Auckland Unlimited plays a critical part in delivering on plan outcomes, actions and targets as outlined below.

Auckland Plan Outcomes	How Tātaki Auckland Unlimited Contributes
 <p>Belonging & participation</p>	<ul style="list-style-type: none"> • Supporting the well-being of Aucklanders through the provision of experiences and events at our venues that contribute to enhancing the social, physical, mental and spiritual health and a shared sense of belonging for our diverse communities. • Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities. • Providing a range of subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use. • Recognising the importance of all aspects of accessibility across our venues, as reflected in affordability and physical accessibility.
 <p>Māori identity & wellbeing</p>	<ul style="list-style-type: none"> • Implementing our Māori outcomes plan for Tātaki Auckland Unlimited, <i>Te Mahere Aronga 2021-24</i>, aligned to Auckland Council’s frameworks <i>Whiria te Muka Tangata</i> and <i>Kia Ora Tāmaki Makaurau</i>. • Developing programmes focussed on enhanced Māori economic outcomes. • Proudly showcasing Māori works, narratives and identity through our facilities and events. • Increasing the prominence of te ao Māori and te reo Māori within Tātaki Auckland Unlimited facilities. • Identifying and developing opportunities to support Mana Whenua and their kaitiakitanga responsibilities. • Co-designing an engagement framework and shared objectives with Mana Whenua.
 <p>Homes & places</p>	<ul style="list-style-type: none"> • Partnering across the council family to integrate economic outcomes into place-based and transport initiatives delivered across the council group. • Maintaining, with a regional perspective, a range of fit-for-purpose event venues that are attractive and 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 <i>Auckland Plan 2050</i> 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"> • Advocating to and partnering with Auckland Transport and Auckland Council to enhance public access to our facilities and events. • Advocating to and 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"> • Supporting local and international wildlife conservation and learning programmes at Auckland Zoo and associated advocacy, training, research and well-being initiatives for our communities. • Sharing and conserving the stories of New Zealand’s seafaring people and their maritime history through the New Zealand Maritime Museum. • Developing, sharing and conserving the visual art of New Zealand, and the Auckland Art Gallery international collections for future generations. • Providing opportunities for the cultural sector at all levels through Auckland Live, and providing Aucklanders with engagement, connection, participation and inspiration through creative and cultural experiences. • Minimising use of resources (water, electricity and associated waste) and reducing emissions across our venues in line with the goals of <i>Te Tāruke-ā-Tāwhiri, Auckland’s Climate Plan</i>.



Opportunity & prosperity

- 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 region’s urban and economic challenges.
- Delivering a climate innovation hub that will support a just transition across Auckland’s key economic sectors.
- Offering learning and training programmes for young people and current professionals across our facilities and venues.

Alignment with other Auckland Council strategies and plans

Other Auckland Council strategies and plans to which the work of Tātaki Auckland Unlimited is most aligned are outlined below.

Development Strategy

Through partnership with the broader council family, TAU will align relevant activities with areas of focus identified through the Development Strategy, including working with council to coordinate our spatial economic planning, and identifying key economic places to support future development.

Kia Ora Tāmaki Makaurau, Auckland Council’s Māori Outcomes Performance Measurement Framework

Our Māori Outcomes Plan, *Te Mahere Aronga 2021-24*, sets out our contributions to long term priorities within *Kia Ora Tāmaki Makaurau*. In particular, Tātaki Auckland Unlimited is the lead agency for the *Kia ora te Umanga, Māori Business, Tourism and Employment* priority and our work aligns strongly with the *Kia ora to Ahurea (Māori Identity and Culture)* priority.

Te Tāruke-ā-Tāwhiri, Auckland’s Climate Plan

Tātaki Auckland Unlimited plays a key role in the implementation of the economy section of *Te Tāruke-ā-Tāwhiri, Auckland’s Climate Plan*. Concurrently, Tātaki Auckland Unlimited will contribute to Auckland Council group’s emissions reduction target of 50 per cent by 2030, and net zero emissions by 2050 – and ensure it is prepared for the impacts of climate change.

Te Mahere Whaneke Ōhanga, Economic Development Action Plan 2021-24

Tātaki Auckland Unlimited worked collaboratively with Auckland Council in the development of the *Economic Development Action Plan 2021-24*. A number of actions within the plan that are ‘owned’ and led by Tātaki Auckland Unlimited are reflected in this Statement of Intent. However, some actions will not be continued as a result of funding cuts.

Toi Whīteki Arts and Culture Strategic Action Plan

Tātaki Auckland Unlimited works with Auckland Council and the cultural sector to deliver arts and cultural experience for Aucklanders, build collaboration across the sector and increase audience reach and impact.

Thriving Communities Strategy Ngā Hapori Momoho

Tātaki Auckland Unlimited work aligns with a range of the objectives of the Thriving Communities Strategy, in particular so more Aucklanders can access and participate in the things they care about, and growing community and intercultural connection so all Aucklanders feel as though they belong.

City Centre Masterplan/Action Plan

Tātaki Auckland Unlimited will work with partners to reactivate the city centre, through initiatives designed to drive maximum value and leverage council’s existing investment into central city infrastructure projects such as City Rail Link. This includes advancing work on the Aotea Creative Quarter and working closely with Eke Panuku Development Auckland – the lead agency for the implementation of council’s City Centre Masterplan and Action Plan.

Infrastructure Strategy

Through 2023/24 Tātaki Auckland Unlimited will work with Auckland Council to incorporate our key infrastructure into the Auckland Council Infrastructure Strategy as part of the 2024-2034 Long Term Plan development process.

Council is increasingly looking to translate these and other strategies into meaningful direction and actions for CCOs. Tātaki Auckland Unlimited is committed to working across the council whānau to ensure there is clarity on the strategic direction set by council, and the associated expectations on us to deliver.

Nature and scope of activities

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

Our role

Enriching the cultural and economic life of Tāmaki Makaurau Auckland

The strategic outcomes we are seeking

Experiences and Events	Facilities	Investment and Innovation
Engaging experiences and events drive and enhance Tāmaki Makaurau’s unique narrative, vibrancy and prosperity	Tāmaki Makaurau’s venues and collections are cared for, utilised and enriched for the benefit of current and future generations	Tāmaki Makaurau’s distinct economic advantages are leveraged to create prosperity for current and future generations.

How our activities align to our outcomes

Our programmes, exhibitions and events cover the fields of visual and performing arts, sports, and our cultural and natural heritage, and are aimed at engaging and being accessible to everyone.	We are the guardians of Auckland's largest range of cultural facilities and collections, and ensure that these provide an effective return for Aucklanders and visitors now and into the future.	By increasing investment and driving innovation in industries and places, while supporting Māori & Pacific enterprises, we will attract and retain talent so that we are a competitive Pacific city.
<ul style="list-style-type: none"> Exhibitions Concerts Major and business events Sporting events Delivered festivals Performing arts Natural heritage Cultural heritage 	<ul style="list-style-type: none"> Capital programmes and operations for: <ul style="list-style-type: none"> Auckland Live-operated venues and facilities Auckland Zoo Auckland Stadiums Auckland Art Gallery New Zealand Maritime Museum Proposed single operator for Auckland stadiums MOTAT integration options Aotea and Western Springs precinct developments Film studios GridAKL Wildlife/environmental/ heritage and visual arts conservation 	<ul style="list-style-type: none"> Destination sector and the visitor economy Economic intelligence Place based economic initiatives Business and investment attraction Tech and Innovation industry Screen and creative industries Climate innovation and sustainability
Underpinning programmes		
Climate change and sustainability	Māori outcomes	
Operating Principles		
<p>Integrated</p> <p>We are a single, integrated organisation working responsively and transparently as part of the broader council family.</p>	<p>Social Enterprise</p> <p>We seek a balance of commercial and community outcomes, through growing non-rates revenue, and operational efficiency underpinning our investment in social good outcomes, such as equity and accessibility.</p>	

Alignment with the Auckland Council Long Term Plan 2021-31

Tātaki Auckland Unlimited will report against the *Auckland Council Long Term Plan 2021-31* measures detailed below. Where corresponding activity is proposed against these measures, they 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		
	2023/24	2024/25	2025/26
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Stadiums venues and events ² .	2.08m	2.10m	2.12m
The net promoter score for Tātaki Auckland Unlimited's audiences and participants ² .	40	40	40
The percentage of operating expenses funded through non-rates revenues ² .	59%	66%	67%
The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland ² .	40	40	40
The contribution to regional GDP from major events and business events attracted or supported ³ .	\$71m	\$28m	\$30m
Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention ⁴ .	n/a	n/a	n/a
Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention ⁵ .	50	50	50

² Tātaki Auckland Unlimited Trust measures

³ The target for 2023/24 includes the impact of FIFA Women's World Cup 2023. There is currently no committed funding for major events beyond FY 2023/24. As such targets for 2024/25 and 2025/26 are dependent on securing adequate budget for the attraction and support of major and business events to Auckland

⁴ In FY 2022/23, Tātaki Auckland Unlimited transferred the delivery of the Regional Business Partner Programme to the Auckland Business Chamber. As a result, the target for this measure was reduced from 3,000 businesses per annum to 1,200. For FY 2023/24, the cut to Tātaki Auckland Unlimited's operational funding has severely curtailed our ability to provide one-to-one business support through programmes and interventions. As such, this KPI is no longer an appropriate measure of our performance. The future of this measure will be reviewed through the Long Term Plan process.

⁵ The target reflects the severely limited residual Economic Development function from 2023/24. The future of this measure will be reviewed through the Long Term Plan process.

Approach to governance

Tātaki Auckland Unlimited Board

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

- Finance and Risk Committee
- Remuneration Committee
- Capital Projects Committee
- Māori Engagement Committee

In addition, the Auckland Art Gallery Advisory Committee reports to the Tātaki Auckland Unlimited Board and provides support and insights in this specialised field. Further, a new Destination Partnership Programme Committee will be established over 2023/24 to review and advise the board on expenditure of the Destination Development Programme funding.

Working in partnership with the council group

Auckland Council works in partnership with its CCOs. The agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations July 2021*, which sit alongside this Statement of Intent and form part of the annual binding agreement between Auckland Council and Tātaki Auckland Unlimited. Tātaki Auckland Unlimited, including both Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust, will adhere to the common expectations for CCOs' contribution to council's objectives and priorities outlined in the CCO Accountability Policy.

In addition, over 2023/24, Tātaki Auckland Unlimited will work with Auckland Council to broaden the use of shared services, as robust solutions are available and business cases are proven across agreed functions to deliver more efficiencies within the council group.

Due to budgetary pressures, Tātaki Auckland Unlimited will work with local boards to refine and reduce our scope of activity as previously specified in Local Board Engagement Plans. We aim to continue some level of engagement with all elected members and relevant communities of Auckland to maintain relationships.

Further, Tātaki Auckland Unlimited will maintain relationships at governance and management level with the Independent Māori Statutory Board (IMSB) and continue to be guided by the Schedule of Issues of Significance, prepared by the IMSB, as we develop our work programmes.

Working in partnership with Mana Whenua and Mataawaka⁶ in Tāmaki Makaurau

Tātaki Auckland Unlimited is committed to working in partnership with Māori including ensuring that any activities, events, programmes, services or development projects are in accordance with relevant legislation and reflect the recommendations of the IMSB's Te Tiriti o Waitangi audit programmes. We have established a baseline from which to move forward, and based on guidance received will focus on the following areas:

- The application of Te Tiriti articles and values to our work.
- Engagement with Mana Whenua, Mataawaka, and participation in decision-making processes⁷ – including building strong governance level relationships.
- Building Māori responsiveness capability and capacity within Tātaki Auckland Unlimited.
- Monitoring and reporting our progress on programmes and services.

Our aim is to improve on these areas by implementing our Māori Outcomes Plan, *Te Mahere Aronga*, to achieve actions that realise and contribute to delivering Māori outcomes. Our Māori Engagement Committee will support the board to build strong governance level relationships and ensure we continue to improve the application of Te Tiriti articles and values to our work.

⁶ See Local Government (Auckland Council) Act 2009

⁷ See Local Government Act 2002 s4, Parts 2 and 6

Capital programme and asset management

The Capital Projects Committee assists the Tātaki Auckland Unlimited Board in performing its responsibilities and oversight regarding planning and management of capital projects – including capital expenditure strategy and planning, reviewing major capital works projects, capital works policies and monitoring and compliance.

Tātaki Auckland Unlimited has undertaken a comprehensive review of its asset portfolio (including the asset planning processes, maturity levels, and overall asset lifecycle management). We have implemented a programme to raise capability, which includes participation in Auckland Council’s annual infrastructure strategic alignment process, with provision of Asset Management Plan information annually. Tātaki Auckland Unlimited aligns investment decisions (across asset management and asset planning) to its strategic direction, to enable better decision-making across our asset portfolio.

Climate-related disclosures

Tātaki Auckland Unlimited completes an annual climate-related disclosure to meet Auckland Council’s reporting requirements as a climate reporting entity (CRE), complying with the New Zealand External Reporting Board’s Aotearoa New Zealand Climate Standards. This includes disclosing against the areas of governance, strategy, risk management and metrics and targets, and working to meet Auckland Council’s work programme requirements as a result of the reporting standards. The Finance and Risk Committee has responsibility for overseeing this work.

Health, safety and well-being

We have shared ownership of health, safety and well-being that is integrated into everything we do. We 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.

Ka tiaki tātou kia āhuru, kia ora tonu tatou – “We look after our safety and well-being”.

Tātaki Auckland Unlimited empowers its people with the right training, information, knowledge and experience to successfully achieve our health and safety requirements. We promote visible safety leadership and continuous improvement. We maintain a strong health and safety culture that aims to ensure our employees and visitors are able to go home without harm each day from our workplaces, venues and experiences.

Our commitment is: “Home without harm. Everyone. Every day”. This has been emphasised for our people and visitors as New Zealand adapts our ever-changing environment and establishes new protocols required to operate safely.

The Finance and Risk Committee will assist the Board in reviewing, monitoring and making recommendations, regarding Tātaki Auckland Unlimited’s Safety Management Framework. Health and safety matters including policies will be presented, reviewed and approved at board level, enabling the TAU Board to meet its overall accountability in these areas.

Acquisition of shares

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

Public meetings and open agendas

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 Statement of Intent targets, and the second is to consider shareholder comments on the draft Statement of Intent for the following year.

To ensure our activities on behalf of Aucklanders are transparent, all Tātaki Auckland Unlimited Board meetings include an open agenda section which the public and media are welcome to observe. We are committed to holding as much business as is practical in these open sessions. In addition, members of the public are welcome to attend the two statutory meetings (as outlined in the table below) where they may, at the discretion of the TAU Board Chair, make submissions to the TAU Board on the primary agenda item at those meetings:

Purpose of Public Meeting	Date	Form of Public Notification
Consider prior year performance against SOI targets	October 2023	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com
Consider shareholder comments on draft SOI for Tātaki Auckland Unlimited Limited for 2024-2027	June 2024	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com

Part 2:

Statement of Performance Expectation (2023/24)

Introduction

This Statement of Performance Expectation section sets out Tātaki Auckland Unlimited's key deliverables over the 2023/24 financial year. This statement is directed by the strategy outlined in Part I (Nature and Scope of Activities) which positions Tātaki Auckland Unlimited to meet the expectations of council and Aucklanders.

Responding to Funding Cuts

This Statement of Intent, and in particular this Statement of Performance Expectation for 2023/24, has been developed against the ongoing backdrop of significant funding cuts across Auckland Council group. Through the Annual Budget process, Tātaki Auckland Unlimited was asked to deliver operating cost savings of \$34.5m for the 2023/24 financial year. This savings target will be achieved through a mixture of service reductions, generating new revenue, making more use of shared services and efficiency measures as outlined in the table below.

Key elements	Risks
Service reductions	
<ul style="list-style-type: none"> Reduced services for innovation and entrepreneurship and new industries at GridMNK and the Reserve. There will be no dedicated skills and workforce resource - except where externally funded - including stopping delivery of the Youth Employers Pledge programme and setting up the Drury skills hub. Reduced support for implementation of <i>Tech Tamaki Makaurau</i> and <i>Create Auckland 2030</i>. Reduced resourcing to support investment attraction and international partnerships work. No direct support will be available to local boards for the deployment of LDI budget and local economic development advice. Stopped international marketing to attract screen productions. Destination marketing to domestic and international tourists will be limited to funding sourced via the Destination Partnership Programme. Reduced resourcing and support for destination management and Māori tourism activity. Reduced access to some services (reduced hours, limited days e.g. Auckland Art Gallery) to ensure cost managed. Reduction in programming content where no commercial return is available. Condensed major events attraction, coordination and delivery. 	<ul style="list-style-type: none"> Limited free access/loss making content restricts equity of access and ability to promote cultural diversity. Reduction in focus on investment pipeline for economic outcomes for region (GDP, visitor nights, job creation, investment). Reduced engagement in cross regional and national agencies activity in skills, workforce, investment, creative Diminished visitor attraction mechanisms to drive international or domestic visitation. Reduced access content restricts equity of access and ability to promote cultural diversity.
Additional and new revenues	
<ul style="list-style-type: none"> We will generate a mixture of additional revenue from existing sources, and targeted new revenue streams across TAU operations, including the utilisation of new technologies to commercialise and create value e.g. Digital Auckland destination platform, and development of philanthropic and partnership opportunities. We will actively pursue more targeted revenue-generating cultural product development, and nuanced pricing (e.g. peak and off-peak rates, prepayments, etc) where appropriate. 	<ul style="list-style-type: none"> Increased levels of user pays for some activities which will reduce equity of access. Reduced free access to TAU-owned content will restrict equity of access and ability to promote cultural diversity.
Group shared services	
<ul style="list-style-type: none"> We will transition to robust Group Shared Services offerings where business cases are proven and/or track records exist to drive economies of scale in support services. 	<ul style="list-style-type: none"> Distraction from operational delivery through change and transition processes. Ongoing governance oversight to ensure fit-for-purpose service delivery.

Efficiency measures	
<ul style="list-style-type: none"> • We will drive operational efficiency through initiatives such as system consolidation and automation, enhanced facilities utilisation (including releasing unrequired facilities), and minimisation of capital maintenance, repairs and renewal. • Economic development programmes will be limited to where measurable benefits are available in the short to medium term (e.g. Climate Connect Aotearoa) and enhanced through better use of technology (e.g., film facilitation). • Securing additional sponsorships for funding of cultural festivals. • Necessary cost reductions will reduce both the number and duration of exhibitions at Auckland Art Gallery and NZ Maritime Museum. 	<ul style="list-style-type: none"> • Reduced economic outcomes for region (GDP, visitor nights, job creation) through reduced activity. • Reduced domestic and international tourism activity, and international convention attraction. • Reduced access to some services as a result of reduced hours.

How we will deliver : one-year work programme

Experiences and Events
Engaging experiences and events drive and enhance Tāmaki Makaurau’s unique narrative, vibrancy and prosperity
<p>Ongoing Operation (also refer to Our facilities and functions section)</p> <ul style="list-style-type: none"> • Deliver engaging, innovative and relevant exhibitions and events for Aucklanders and visitors through Tātaki Auckland Unlimited venues and facilities. • Provide natural and cultural heritage experiences for visitors to Auckland Zoo, Auckland Art Gallery and New Zealand Maritime Museum. • Support the attraction, delivery and leverage a range of major and business events for Auckland relative to available funding. • Provide Māori artists and entertainers with a platform to showcase their talent through Auckland Live and Auckland Conventions, Venues and Events. • Provide learning opportunities for school students in Auckland. • Provide great experiences for our customers. <p>Specific deliverables for 2023/24</p> <ul style="list-style-type: none"> • Deliver the <i>Ever Present: First People’s Art of Australia</i> and the <i>Guo Pei</i> exhibitions at Auckland Art Gallery Toi o Tamaki and <i>Always Song on the Water</i> exhibition at New Zealand Maritime Museum. • Lead council whānau delivery of FIFA Women’s World Cup 2023, one of the largest events ever held in New Zealand – including the opening ceremony and nine matches in Auckland. • Deliver Elemental AKL 2023 and Ocean Festival 2024. • Deliver Lantern, Pasifika and Diwali festivals under a refined cultural festivals strategy including a consolidated approach to landfill waste diversion and carbon footprint monitoring. • Further develop our new digital content, engagement and transactional platform, Discover Auckland, which supports great online experiences for Aucklanders and visitors across the region. • Deliver a single region-wide exhibitions, events and attraction calendar.
Facilities
Tāmaki Makaurau’s venues and collections are cared for and enriched for the benefit of current and future generations
<p>Ongoing operation (also refer to Our facilities and functions section)</p> <ul style="list-style-type: none"> • Continue maintenance and base renewal of our portfolio of assets across Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and stadiums with a focus on de-carbonisation of heritage assets and other de-carbonisation initiatives. • Support ongoing wildlife, visual arts and heritage conservation and asset development activities at Auckland Zoo, Auckland Art Gallery, and New Zealand Maritime Museum. <p>Specific deliverables for 2023/24</p> <ul style="list-style-type: none"> • Portfolio wide assessment to enhance utilisation and drive commercial outcomes from assets, including selected divestiture as appropriate. • Continue delivery of the Auckland Art Gallery Toi o Tāmaki Heritage Restoration project. • Continue delivery of the ongoing Auckland Zoo physical site renewals programme. • Engage with Eke Panuku Development Auckland, the lead agency for the implementation of the City Centre Masterplan/Action Plan to advance work on the Aotea Creative Quarter – including maintenance of the Aotea Precinct as the cultural centre of Auckland. • Continue to work with MOTAT and key stakeholders on a shared vision for the Western Springs precinct. • Review ongoing involvement in film studio operations, including with Auckland Council to complete the sale of Auckland Film Studios, as directed by elected members.

Investment and Innovation

Tāmaki Makaurau's distinct economic advantages are leveraged to create prosperity for current and future generations.

Ongoing Operation (also refer to Our facilities and functions section)

- Work across the council family to support key economic place-based developments, policy development and major infrastructural projects that support the regional economy.
- Provide economic intelligence to support economic outcomes, jobs and investment for future Auckland.
- Attract business, talent and foreign direct investment (FDI) into key Auckland sectors (tourism, technology, screen), albeit at reduced levels compared to previous years.
- Provide necessary support for the screen industry through Screen Auckland (the regional film office which sits within TAU) and convening the Screen Taskforce to improve Auckland's film friendliness.
- Provide advice, as resourcing permits, on regional future projects which benefit Mana Whenua and Mataawaka including business attraction and investment opportunities for Māori.

Specific deliverables for 2023/24

- Further develop the Destination Partnership Programme – a funding model with industry – to underpin the visitor economy and drive attraction of visitors.
- Work with Auckland Council, Eke Panuku Development Auckland and central government to implement the City Centre Masterplan/Action Plan and delivery of the Investment and Attraction workstream.
- Lead place based economic masterplanning for job creation outcomes in the Henderson Creative Quarter, north west Auckland and the southern corridor.
- Refresh and renew TAU's role in Auckland's innovation network through GridAKL.
- Continue to deliver *Tech Tāmaki Makaurau*, Auckland's sector-led technology strategy, to focus on growth of deeptech industries with strong ties to universities and investment (e.g. aerospace).
- Work with Auckland Council on the optimal model for delivering film facilitation and permitting operations.
- Deliver the Teu Le Vā Pacific framework including the government-funded *Alo Vaka Pacific Skills Shift Initiative* to support Pacific peoples through the development and delivery of micro-credential training through the workplace.
- Screen Auckland will attract and facilitate screen productions, establish a screen taskforce and achieve a plan change to support sites and places of significance for mana whenua.
- Continue to drive Climate Connect Aotearoa – Auckland's climate innovation hub with a focus on de-carbonising and building resiliency for Auckland.
- Leverage international events (e.g., FIFA, SailGP) and partnerships (e.g., EHF, Crown) to drive future investment into Auckland.

Underpinning programmes

Climate change and sustainability

- Develop and implement an organisation-wide climate change and sustainability strategy (aligned to *Te Tāruke-ā-Tāwhiri* and Environmental Sustainability Policy (2019)) that includes key areas such as water and energy efficiency management, waste management, emissions reduction pathway, adaptation roadmaps and implementation plans.
- Deliver on waste diversion from landfill targets (50-80 per cent target depending on site or event).
- Enable, support and deliver low carbon events.
- Develop annual measurement and verification of operational carbon emissions in accordance with ISO 14064-1:2018 and aligned to climate-related disclosure requirements.
- Maintain net carbon zero accreditation for Auckland Zoo.

Māori outcomes

- Implement the actions in our Māori Outcomes Plan *Te Mahere Aronga 2021-24* including improving the use of te reo and tikanga across the organisation.
- Strengthen relationships with Mana Whenua groups to support their aspirations including governance level relationships.
- Develop and implement a Tātaki Auckland Unlimited social procurement strategy to identify and utilise quality assured Māori vendors across the business.
- Continue working with Mana Whenua leaders to deliver an indigenous film protocol for Tāmaki Makaurau that addresses the proposed Unitary Plan Sites and Places of Significance to Mana Whenua plan change.

Specific TAU Projects

Single Operator Stadiums Auckland

In late 2022, the Eden Park Trust Board, Auckland Council and Tātaki Auckland Unlimited developed a proposal for a Single Operator Stadiums model for Tāmaki Makaurau Auckland. An Industry Advisory Group (IAG) comprising representatives from Eden Park Trust Board, Auckland Cricket Association, Auckland Rugby Union and Tātaki Auckland Unlimited was convened to advance the development of the proposed model.

A term sheet and vision document were being considered by the IAG that all parties reached in principle agreement on. These two documents were due to be finalised before the end of June 2023. A significant change to the make-up of the Eden Park Trust Board occurred at the end of June 2023, necessitating further engagement on those plans. Auckland Council will be updated on the work programme to finalise and implement SOSA by the end of June 2024.

Integrating Auckland's Cultural Institutions

Tātaki Auckland Unlimited will continue to work with the Museum of Transport and Technology (MOTAT), Auckland War Memorial Museum, and Stardome Observatory, alongside Auckland Council, on options and opportunities to create an integrated model for the region, including changes to legislation and statutory frameworks.

As part of the LTP process, Auckland Council is considering the establishment of a political working group to explore legislative changes being sought for regional organisations. Tātaki Auckland Unlimited will proactively contribute to Auckland Council's support of this work to achieve a practical and workable outcome.

Climate Connect Aotearoa

Climate Connect Aotearoa (CCA) brings together business, government, Māori, academia, funders and investors, and climate innovators to create the solutions required to ensure Tāmaki Makaurau Auckland and Aotearoa New Zealand adapt and thrive in the face of climate change. The kaupapa of CCA is to accelerate the uptake of innovation to support *Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan* and its goals to reduce Auckland's emissions by 50 per cent by 2030, build resilience and deliver a resilient, low-carbon and regenerative economy. Over 2023/24, Climate Connect Aotearoa will:

- Run collaborative challenges and identify solutions that address Auckland's climate goals for energy, food and the built environment.
- Continue delivery of an Auckland energy sharing challenge and pilot with its partner organisation, Ara Ake.
- Launch and grow He Kete Mātauranga on its website, supporting business and communities in understanding Māori knowledge systems and frameworks.
- Launch and grow ClimateLink, a new tool to connect businesses and communities with information, tools, organisations and potential partners to deliver their climate goals.
- Deliver projects related to a just transition and the implications for Auckland's economy, skills and jobs.
- Continue to grow the knowledge hub with insights from across partners, building on MoUs with AUT and University of Auckland.
- Establish and deliver a long-term funding strategy to ensure sustainability of the hub into the future.

Western Springs Precinct

Tātaki Auckland Unlimited and MOTAT are reviewing the benefits and other outcomes from closer integration – in line with the CCO Review recommendation 3b. One of the outcomes being explored is the alignment of Auckland Zoo and the development of the Western Springs area as a conservation, science, technology, and ecological precinct with a cultural foundation focused on te ao and mātauranga Māori that would have significant educational, economic, tourism and sustainability outcomes for Tamaki Makaurau and Aotearoa New Zealand. A concept document is being prepared to share with key decision makers and stakeholders in 2023/24. This concept document will help to inform future capital and precinct master planning, including the future of the stadium and flood repairs.

Our facilities and functions

Tātaki Auckland Unlimited manages four cultural organisations – Auckland Art Gallery Toi O Tāmaki, Auckland Zoo, New Zealand Maritime Museum and Auckland Stadiums – plus Auckland Live. These organisations are much loved by Aucklanders, and we continue to maintain them to ensure they work efficiently and effectively together, for the benefit of Tāmaki Makaurau Auckland. In addition, we support the delivery of events across Tāmaki Makaurau in a range of ways, and support investment and innovation activity.

Outlined below are the outcomes we are seeking for Auckland through our venues, facilities and functions, the budgeted costs of providing each and operational metrics to assist in tracking performance. The metrics below are not considered organisational Key Performance Indicators and will not be reported formally as part of our annual reports. However, over 2023/24 we will continue to develop operational metrics for our venues, facilities and functions and report on these through our regular Quarterly Performance Reporting to Auckland Council.

AUCKLAND ART GALLERY TOI OTĀMAKI

Auckland Art Gallery Toi o Tāmaki 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 sustainable 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 to engage broad and diverse audiences with art and ideas.
 - Supplements its funding by attracting revenue through retail, advancement, admissions to paid exhibitions, cafe, events and other commercial services that complement the visitor experience.
 - Partners with others across the arts sector including organisations, communities and benefactors to maximise the impact of the art collection and our programmes.
 - Builds organisational capability and resilience to extend the impact of our work in the community and in people’s lives, including strengthening our relationship with Te Ao Māori.
-

Budget (\$m)

Operating revenue	7.075
Operating expenditure	25.031
Net cost of service	17.956
Capital budget	19.150

Operational metrics

Total attendance	500,000
Ticketed attendance	159,000
No. school children	8,000
Net Promoter Score (NPS)	45
No. of programmes contributing to presence/visibility of Māori	15
% opex funded through non-rates revenue	28%



Auckland Zoo is a leading wildlife conservation science organisation, and an internationally accredited zoo with a growing global reputation for innovation and leadership. The Zoo’s mission statement is to “Bring people together to build a future for wildlife”. The 2022-27 Auckland Zoo Strategic Roadmap sets out the organisation’s commitments and goals that will enable the delivery of this mission and to move towards Auckland Zoo’s vision of “A future where people value wildlife and species are safe from extinction”.

Seven commitments reflect the Zoo’s strategic priorities as a community-focused cultural organisation in Tāmaki Makaurau Auckland, and as a modern wildlife conservation science organisation in Aotearoa New Zealand. The seven commitments are:

- Excellence in animal care and welfare
- Enhancing the well-being of our communities
- Nurturing a lifelong connection with nature
- Conserving wildlife in the wild
- Science, learning and training
- Strengthening our relationship with Te Ao Māori
- Evolving our organisation sustainably

Conservation is at the heart of Auckland Zoo and the zoo’s suite of specialist intensive wildlife management skills are deployed in partnership with the Department of Conservation and other key partners in the conservation of threatened New Zealand wildlife.

Budget (\$m)

Operating revenue	14.748
Operating expenditure	29.094
Net cost of service	14.345
Capital budget	11.767

Operational metrics

Total attendance	808,000
Ticketed attendance	808,000
No. school children	60,000
Net Promoter Score (NPS)	45
No. of programmes contributing to presence/visibility of Māori	10
% opex funded through non-rates revenue	51%



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 nation’s strong links to the sea, and aspires to explore and unite 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.

Budget (\$m)

Operating revenue	2.810
Operating expenditure	8.387
Net cost of service	5.577
Capital budget	3.262

Operational metrics

Total attendance	190,000
Ticketed attendance	101,000
No. school children	8,000
Net Promoter Score (NPS)	45
No. of programmes contributing to presence/visibility of Māori	10
% opex funded through non-rates revenue	34%



Auckland Stadiums delivers engaging and memorable experiences for the benefit of Auckland's people, communities and visitors through a diverse range of sport and live entertainment in its stadiums. Integrated management of Auckland's stadium network enables safe and enjoyable events delivered in a cost-effective and sustainable way, driven by industry-leading expertise.

Auckland Stadiums:

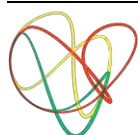
- Showcases sports events, concerts, and music festivals in its stadium venues.
- Supports high-performance sport organisations through the provision of appropriate training and administration facilities.
- Ensures the portfolio of stadia assets are managed to ensure prudent and efficient use of limited capital funding.
- Provides facilities for a significant community sport programme for schools, regional sports organisations, and local clubs.

Budget (\$m)

Operating revenue	15.359
Operating expenditure	19.431
Net cost of service	4.073
Capital budget	10.563

Operational metrics

Total attendance	700,000
Ticketed attendance	504,000
No. school children	19,000
Net Promoter Score (NPS)	20
% opex funded through non-rates revenue	79%



AUCKLAND LIVE

**AUCKLAND
CONVENTIONS**
venues & events

Auckland Live (including Auckland Conventions) is the leader in performing arts, culture, entertainment, and events in Auckland Tāmaki Makaurau, and is Aotearoa New Zealand's largest performing arts platform.

Its iconic venues and public spaces are its stages for presenting a programme of live arts and entertainment for the enjoyment and inspiration of Aucklanders and visitors, every day.

Whether it's an international musical at The Civic, family-friendly shows for whānau/family at the Bruce Mason Centre or a major festival in Aotea Square, Auckland Live takes enormous pride and pleasure in opening the doors of the performing arts to everyone and creating memories that last a lifetime.

Budget (\$m)

Operating revenue	27.275
Operating expenditure	37.768
Net cost of service	10.493
Capital budget	12.832

Operational metrics

Total attendance	620,000
Ticketed attendance	508,000
No. school children	68,000
Net Promoter Score (NPS)	40
No. of programmes contributing to presence/visibility of Māori	10
% opex funded through non-rates revenue	72%

Major and Delivered Events

Tātaki Auckland Unlimited supports events across Tamaki Makaurau at a number of levels:

- Hosted events:** These events are delivered by a third party but are hosted by Tātaki Auckland Unlimited in our venues and facilities – in particular, Auckland Live venues and Auckland Stadiums. Hosted events include cultural, sporting and business events. These events deliver outcomes for attendees, Aucklanders and the Auckland economy. They also deliver commercial returns for Tātaki Auckland Unlimited through the use of our venues.
- Major events:** These sporting, cultural and business events are delivered by a third party but supported by Tātaki Auckland Unlimited either through bidding support, direct sponsorship, facilitation, activation, leverage and marketing or other in-kind support. The level of support provided by Tātaki Auckland Unlimited is determined based on event outcomes delivered for Auckland, including economic, social and cultural outcomes and available funding. Some major events are hosted in our venues (as above), but the focus of major events is on social and economic returns for Auckland. Our strategy over the coming years is to develop anchor major events for Auckland that will also deliver commercial returns.
- Delivered Events:** Events delivered by Tātaki Auckland Unlimited are the annual Diwali, Lantern and Pasifika festivals, Elemental AKL – A festival of arts, eats and beats, and Moana Auckland: New Zealand’s Ocean Festival (being developed for an inaugural festival in 2024). These events are delivered to achieve economic, social, and commercial outcomes through bringing Aucklanders and visitors together to enjoy world-class events.

Budget and metrics related to hosted events are predominantly covered through the Auckland Stadiums and Auckland Live sections above. As such, information below is for major and delivered events only.

Major events

At the time of writing, Tātaki Auckland Unlimited has an agreed portfolio of 23 major events for FY 2023/24. This portfolio has been finalised and is funded through the remaining Regional Events Fund, the COVID-19 recovery fund administered by MBIE in 2020. The most significant events within the portfolio and key metrics for the total portfolio over FY 2023/24 are as follows.

Key major events

All Blacks vs South Africa	15 Jul 2023
NZ Fashion Week	29 Aug–2 Sep 2023
Auckland Marathon	29 Oct 2023
ASB Classic	Jan 2024
Synphony in the Domain	Feb 2024
Sail GP (part of Moana Auckland)	23–24 Mar 2024
Pacific Rainbow Games	6–10 Apr 2024
Aotearoa Art Fair	18–21 Apr 2024

Operational metrics

Contribution to regional GDP	\$71.0m
Estimated visitor nights	215,000
Estimated attendance of Aucklanders	300,000

Delivered events

Our delivered events include three of the largest cultural festivals in the country and two umbrella festivals (Elemental AKL and Moana Auckland) that aggregate and encompass a range of events delivered by others.

Delivered events

Elemental AKL	20 Jul–13 Aug 2023
Auckland Diwali Festival	28–29 Oct 2023
Auckland Lantern Festival	22–25 Feb 2024
Moana Auckland: New Zealand’s Ocean Festival	20 Feb–20 Mar 2024
Pasifika Festival	16–17 Mar 2024

Operational metrics

Operating revenue	\$6.4m
Operating expenditure	\$19.762m
Net cost to service	\$13.363m
Estimated attendance	227,000
Attendee satisfaction	80%

Investment and Innovation

Tātaki Auckland Unlimited supports regional economic development to attract and retain investment, business and talent to deliver an international, resilient future Auckland. Key functions within that remit include:

1. **Economic Transformation, Intelligence and Place:** Building and utilising a strong evidence base to stimulate discussion and drive work around Auckland’s future economy, supporting crown and council led precinct and infrastructure programmes, council spatial planning and identifying and building the case for transformative economic development initiatives.
2. **Climate Innovation and Sustainability:** Driving climate resilience initiatives for TAU and for Auckland including Climate Connect Aotearoa which examines pathways towards de-carbonising and building resiliency for Auckland.
3. **Screen:** Leading the screen sector through strategic direction, attracting screen productions to Auckland and facilitating permitting.
4. **Henderson Creative Quarter:** Leading the place-based regeneration development that supports growth of the regional creative economy.
5. **Tech and Innovation:** Leading delivery of the *Tech Tamaki Makaurau* Strategy and strengthening entrepreneurial networks and start-ups through GridAKL.
6. **Destination Partnership Programme:** Developing the Destination Partnership Programme alongside industry to provide a sustainable funding model to underpin development, support and promotion of the visitor economy and drive attraction of visitors.

Budget and metrics related to economic development are predominantly delivered through the above major programmes.

Budget (\$m)

Operating revenue	18.633
Operating expenditure	31.023
Net cost of service	12.390

Operational metrics

Stakeholder satisfaction	85%
Film permits issued in 5 working days	80%
No. of businesses supported through GridAKL network	125
Digital badges through Alo-Vaka	1,000
Attributable private sector investment secured for Auckland	\$100m
Destination Partnership Programme funding secured	\$2m

Performance outlook

The Service Level Measures have been developed in the context of recovery from the COVID-19 pandemic and the associated constrained economic environment, and Auckland Council group funding pressures – including significant funding cuts for TAU.

Tātaki Auckland Unlimited will report on its performance against the key performance indicators below through its regular quarterly reporting to Auckland Council. As part of this reporting, Tātaki Auckland Unlimited will also report on its progress against our Māori Outcomes Plan, *Te Mahere Aronga*.

Key performance indicators

Key Performance Indicator	2021/22 Actual	2022/23 Forecast	Targets		
			2023/24	2024/25	2025/26
Experiences and Events					
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	0.75m	1.82m	2.08m	2.10m	2.12m
The number of children participating in educational experiences through Tātaki Auckland Unlimited venues and facilities.	New measure	New measure	163,000	164,000	165,000
Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibitions enrich their lives.	73%	70%	70%	70%	70%
The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure)	101	40	40	40	40
Percentage of customer complaints resolved within 10 working days.	Policy and process developed	80%	80%	80%	80%
Facilities					
The net promoter score for Tātaki Auckland Unlimited's audiences and participants. ⁸ (LTP measure)	54	40	40	40	40
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only) ⁹ .	-15%	-5%	-17%	-20%	-20%
The percentage of operating expenses (of the Trust) funded through non-rates revenues. (LTP measure)	33%	47%	59%	66%	67%

⁸ 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.

⁹ In addition to reporting change in Scope 1 & 2 emissions, we will also continue to report on Scope 3 greenhouse gas emissions and actions to reduce these, consistent with the Auckland Council group approach.

Percentage of milestones completed as per TAU Board agreed capital programme.	New measure	New measure	80%	80%	80%
Percentage of critical TAU assets in acceptable condition.	New measure	New measure	Benchmark set	Improve or maintain	Improve or maintain
Investment and Innovation¹⁰					
Attributable value of private sector investment secured during the year.	\$197m	\$200m	\$100m	\$100m	\$100m
The contribution to regional GDP from major events and business events attracted or supported ¹¹ . (LTP measure)	\$30.2m	\$37m	\$71m	\$28m	\$30m
Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention ¹² .	1080	150	50	50	50

Developing our indicator framework

Tātaki 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. 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, Tātaki Auckland Unlimited has identified a range of monitoring indicators which we report regularly through the AKL Index (www.aucklandNewZealand.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. We take a leadership role in monitoring, reporting and influencing these indicators as we can, however, we do not measure our performance against them.

¹⁰ The Key Performance Indicators (KPIs) under Investment and Innovation are Tātaki Auckland Unlimited Limited measures. All other KPIs are Tātaki Auckland Unlimited Trust measures. These KPIs will be reported through separate Statement of Service Performance sections of the Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust Annual Reports.

¹¹ The target for 2023/24 includes the impact of FIFA Women's World Cup 2023. There is currently no committed funding for major events beyond FY 2023/24. As such, targets for 2024/25 and 2025/26 are dependent on securing adequate budget for the attraction and support of major and business events to Auckland.

¹² The target reflects the severely limited residual Economic Development function from 2023/24.

Consolidated financial statements

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for Tātaki Auckland Unlimited. Tātaki 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, Tātaki Auckland Unlimited will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and maintain a strong focus on managing sensitive expenditure. In the context of a constrained financial environment across the council group, Tātaki Auckland Unlimited will work with council to implement permanent cost reductions across the group in 2023/24 and beyond. These will be through efficiency savings and reducing and/or stopping some services as agreed with council.

The financial information provided in this *Statement of Intent 2023-2026* has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of Tātaki Auckland Unlimited's external revenue, to balance to the operational funding received from Auckland Council. Financial data is actuals for 2021/22, and the Annual Plan/Long-Term Plan for financial years 2022/23, 2023/24, 2024/25 and 2025/26.

The tables below do not include deferred programme expenditure from the 2022/23 financial year.

Consolidated Financial Information for Tātaki Auckland Unlimited¹³

Tātaki Auckland Unlimited Operating Budget

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP
NET DIRECT EXPENDITURE / (INCOME)	109.5	124.9	86.3	87.7	88.3
Direct Revenue (\$m)					
Fees and user charges	16.6	46.8	54.2	58.0	60.9
Operating grants and subsidies	79.3	17.2	25.4	27.2	28.6
Other direct revenue	23.2	25.6	14.9	16.0	16.8
TOTAL REVENUE	119.1	89.6	94.5	101.2	106.2
Direct Expenditure (\$m)					
Employee benefits	80.3	87.6	77.9	81.2	83.6
Grants, contributions and sponsorship	63.6	21.6	7.7	7.9	8.1
Other direct expenditure	84.7	105.4	95.3	99.8	102.8
TOTAL EXPENDITURE	228.6	214.5	180.8	188.8	194.5
Other key operating lines (\$m)					
Operational funding from Auckland Council	110.9	124.9	86.2	87.5	88.2
Capital funding from Auckland Council	42.8	73.1	67.2	51.1	54.3
Vested assets	1.4	-	-	-	-
Depreciation and amortisation	40.1	45.5	55.7	56.9	56.2
Net finance expense	(0.3)	(0.1)	(0.1)	(0.1)	(0.1)

¹³ A breakdown of Operating and Capital Budgets for Tātaki Auckland Unlimited Limited and its trust operations, Tātaki Auckland Unlimited Trust are contained in Appendix 1.

Tātaki Auckland Unlimited Māori Outcomes Expenditure

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP
Tāmaki Herenga Waka Festival	0.5	0.5	0.5	0.5	0.5
Māori Outcomes Programme	0.5	1.5	1.5	1.5	1.5

Tātaki Auckland Unlimited Operating Budget by Operating Divisions¹⁴

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 Forecast ¹⁵	2025/2026 Forecast
Revenue (\$m)					
Economic Development ¹⁶	83.6	22.6	18.6	20.0	20.9
Destination & Major Events (incl. FIFA)			6.4	6.9	7.2
Auckland Art Gallery			7.1	7.6	8.0
Auckland Zoo			14.7	15.8	16.6
NZ Maritime Museum			2.8	3.0	3.2
Auckland Stadiums			15.4	16.4	17.3
Auckland Live & Conventions			27.3	29.2	30.7
TAU+ (on behalf of Auckland Council)			2.1	2.2	2.3
Other	33.7	57.6	0.2	0.2	0.2
TOTAL REVENUE	117.3	80.2	94.6	101.3	106.4
Expenditure (\$m)					
Economic Development	129.4	81.4	31.0	32.4	33.4
Destination & Major Events (incl. FIFA)			19.8	20.6	21.3
Auckland Art Gallery			25.0	26.1	26.9
Auckland Zoo			29.1	30.4	31.3
NZ Maritime Museum			8.4	8.8	9.0
Auckland Stadiums			19.4	20.3	20.9
Auckland Live & Conventions			37.8	39.5	40.6
TAU+ (on Behalf of Auckland Council)			6.6	6.9	7.1
Other	104.2	123.5	3.7	3.9	4.0
TOTAL EXPENDITURE	233.6	204.9	180.8	188.8	194.5
Net cost to serve (\$m)					
Economic Development	45.9	58.8	12.4	12.4	12.4
Destination & Major Events (incl. FIFA)			13.4	13.8	14.1
Auckland Art Gallery			18.0	18.6	19.0

¹⁴ Financial information from FY 2023/24 has been reformatted in order to present a more detailed level of information of the operating divisions. In prior years this has been presented at an LTP activity level only

¹⁵ Forecast operating division information is indicative only and subject to revision through the Long Term Planning process for 2024-2034

¹⁶ Economic Development for 2021/22 and 2022/23 includes Destination and Major Events

¹⁷ TAU+ represents activity and support that is specified and funded by Auckland Council such as Climate Connect Aotearoa, The Trusts Arena, Due Drop Events Centre, Eventfinda Stadium, Stardome Observatory and Planetarium, and MOTAT

Auckland Zoo			14.3	14.6	14.7
NZ Maritime Museum			5.6	5.8	5.9
Auckland Stadiums			4.1	3.8	3.6
Auckland Live & Conventions			10.5	10.2	10.
TAU+ (on behalf of Auckland Council)			4.5	4.7	4.8
Other	70.5	65.9	3.5	3.7	3.8
TOTAL COST TO SERVE	116.4	124.7	86.2	87.5	88.2

Tātaki Auckland Unlimited Capital Budget

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	43.4	58.0	67.2	51.1	54.3
To meet additional demand	-	0.4	2.1	-	-
To improve the level of service	-	0.6	5.0	-	-
To replace existing assets	43.4	57.0	60.1	51.1	54.3
TOTAL CAPITAL FUNDING					
Sources of capital expenditure					
Capital funding from Auckland Council	42.8	58.0	67.2	51.1	54.3
Subsidies and grants – capex	0.6	-	-	-	-

Other financial information

Current value of assets

The value of Tātaki Auckland Unlimited Trust’s assets at 30 June 2022 was \$1,875.4 million, based on the year end accounts (non-current assets only).

The value of Tātaki Auckland Unlimited Limited’s assets at 30 June 2022 was \$10.5 million, based on the year end accounts (non-current assets only).

Accounting policies

Tātaki Auckland Unlimited’s accounting policies are consistent with those of the Auckland Council group. A summary of our significant accounting policies can be found on page 29 of our Tātaki Auckland Unlimited Limited Annual Report for the year ended 30 June 2022 and throughout our Tātaki Auckland Unlimited Trust Annual Report for the year ended 30 June 2022, from page 17.

Financial reporting

Tātaki Auckland Unlimited’s financial reporting to council will be in accordance with requirements of the Public Benefit Entity International Public Sector Accounting Standards.

	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP
Asset sales (\$m)	NA	NA	NA	NA
Shareholder equity ratio	95%	95%	95%	95%

Appendix 1: Detailed Financial Statements

Financial information for Tātaki Auckland Unlimited Limited

Tātaki Auckland Unlimited Limited Operating Budget

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP
NET DIRECT EXPENDITURE / (INCOME)	45.9	58.8	38.1	45.0	45.5
Direct revenue (\$m)					
Fees and user charges	0.2	0.5	0.7	0.8	0.9
Operating grants and subsidies	67.3	7.5	8.0	8.9	9.3
Other direct revenue	16.0	14.6	15.8	12.6	13.1
TOTAL REVENUE	83.6	22.6	24.5	22.3	23.2
Direct expenditure (\$m)					
Employee benefits	30.1	31.9	22.9	24.5	25.0
Grants, contributions and sponsorship	62.2	7.4	5.2	5.5	5.6
Other direct expenditure	37.2	42.1	34.6	37.3	38.0
TOTAL EXPENDITURE	129.4	81.4	62.6	67.3	68.7
Other key operating lines (\$m)					
Operational funding from Auckland Council	45.5	58.8	38.1	45.0	45.5
Capital funding from Auckland Council	0.3	0.0	0.0	0.1	0.3
Vested assets	-	-	-	-	-
Depreciation and amortisation	1.9	3.0	3.0	3.0	1.0
Net finance expense	-	-	-	-	-

Tātaki Auckland Unlimited Limited Capital Budget

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 Forecast	2025/2026 Forecast
TOTAL CAPITAL EXPENDITURE (\$m)	0.3	0.2	-	0.1	0.3
To meet additional demand	-	-	-	-	-
To improve the level of service	-	-	-	-	-
To replace existing assets	0.3	0.2	-	0.1	0.3
TOTAL CAPITAL FUNDING	0.3	0.2	-	0.1	0.3
Sources of capital expenditure					
Capital funding from Auckland Council	0.3	0.2	-	0.1	0.3
Subsidies and grants – capex	-	-	-	-	-

Financial information for Tātaki Auckland Unlimited Trust

Tātaki Auckland Unlimited Trust Operating Budget

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP
NET DIRECT EXPENDITURE / (INCOME)	70.5	65.9	48.2	43.3	42.5
Direct revenue (\$m)					
Fees and user charges	15.6	46.3	53.5	60.1	62.5
Operating grants and subsidies ¹⁸	9.8	2.5	17.4	7.6	8.4
Other direct revenue	8.3	8.8	(0.9)	16.2	16.4
TOTAL REVENUE	33.7	57.6	70.0	83.9	87.2
Direct expenditure (\$m)					
Employee benefits	50.3	63.5	55.1	59.1	60.3
Grants, contributions and sponsorship	3.0	3.6	2.5	2.6	2.6.1
Other direct expenditure	50.9	56.5	60.7	65.5	66.8
TOTAL EXPENDITURE	104.2	123.5	118.2	127.2	129.7
Other key operating lines (\$m)					
Operational funding from Auckland Council	65.4	65.9	48.1	43.2	42.4
Capital funding from Auckland Council	42.5	57.8	67.2	51.0	54.0
Vested assets	1.4	-	-	-	-
Depreciation and amortisation	37.5	42.5	52.7	53.9	55.2
Net finance expense	(0.3)	(0.1)	(0.1)	(0.1)	(0.1)

Tātaki Auckland Unlimited Trust Capital Budget

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 Forecast	2025/2026 Forecast
TOTAL CAPITAL EXPENDITURE (\$m)	43.1	57.8	67.2	50.9	54.0
To meet additional demand	-	0.4	2.1	-	-
To improve the level of service	-	0.6	5.0	-	-
To replace existing assets	43.1	56.8	60.1	50.9	54.0
TOTAL CAPITAL FUNDING	43.1	57.8	67.2	50.9	54.0
Sources of capital expenditure					
Capital funding from Auckland Council	42.5	57.8	67.2	50.9	54.0
Subsidies and grants – capex	0.6	-	-	-	-

¹⁸ In the 2023/2024 Annual Plan the Trust is carrying some adjustments to revenue and cost distribution to level the underlying Annual Plan back to the revenue and cost allocations approved by the Governing Body. Efforts have been made to reverse these out for future years.