

Board Meeting Agenda



9.00 a.m. Wednesday 26 July 2023

Hau Raki Boardroom, L7 Victoria Street Office, 167b Victoria Street West, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL AND CE UPDATE					
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	1 hour
2	Confidential Minutes 1 June 2023 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	CE Confidential Verbal Update, Nick Hill	To Note	T & C		
4	Board Committee Meeting Verbal Updates, 1 Capital Committee, Alastair Carruthers 2 Destination Committee, Vicki Salmon	To Note	T & C		
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
5	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C	10.00 a.m.	5 mins
6	Public Minutes 1 June 2023, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT					
7	Statement of Intent FY24 Public Submissions 1 Equal Justice Project	To Discuss	T & C	10.05 a.m.	55 mins
8	Statement of Intent FY24 – Consideration of Shareholder Comments, Nick Hill	To Approve	T & C		
CE REPORT, PERFORMANCE REPORTS					
9	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC)	To Note	T & C	11.00 a.m.	30 mins
APPROVAL, DISCUSSION AND NOTING PAPERS					
10	Major Events Strategy, Richard Clarke	To Note	C	11.30 p.m.	30 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	20 mins

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
ICT INFRASTRUCTURE PROJECT					
11	ICT Infrastructure Project Update, Richard Jarrett and Mandy Kennedy ¹ <div>1 Project Update 2 Cyber Security Update</div>	To Note	T & C	12.20 p.m.	20 mins
APPROVAL PAPERS					
12	FY24 Capital Programme, Justine White and Paul Tyler ²	To Approve	T & C	12.40 p.m.	1 hour 20 mins
13	Major Events Funding Priorities, Richard Clarke ²	To Approve	C		
14	Auckland Stadiums Strategy, Nick Hill, Justine White, and Malcolm Lawry ²	To Approve	T		
15	People and Culture Shared Services Update, Nick Hill and Lynn Johnson ³	To Approve	T & C		
DISCUSSION AND NOTING PAPERS					
16	Health and Safety Report, Lynn Johnson ⁴	To Note	T & C	2.00 p.m..	1 hour
17	Update on AFS sale, Justine White ²	To Note	C		
18	Long Term Plan Verbal Update, Nick Hill and Justine White	To Note	T & C		
	Close of Meeting			3.00 p.m.	

¹ S6(a),7(2)(f)(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(j) LGOIMA 1987

⁴ S7(2)(a),(d),(f)(i) LGOIMA 1987

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Local Government Official Information and Meetings Act 1987 Section 7(2)

Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
 - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
 - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.

Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Active – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Television New Zealand (Chair) NZ Film Commission (Chair) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder) Microgem International Plc (Shareholder) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals

Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> • Matariki Cultural Foundation (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Trustee) • Hawaiki TŪ Foundation (Trustee) • TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> • Director Creative Industries/Services Vocational Learning Creative Northland • Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> • Citycare Limited (Director) • Rainger & Rolfe (Director) • Barbara Andrew Family Trust (Trustee) • Thomas Family Trust (Trustee) • Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> • New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> • Prior to Jen Rolfe's appointment to the Tātaki Auckland Unlimited (formerly RFA) Board, Rainger & Rolfe provided some marketing services to RFA. • Rainger & Rolfe is providing marketing services to Watercare. • Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Tātaki Auckland Unlimited consultant).
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) • Kamari Consulting Limited (Director and Shareholder) • SkyCity Entertainment Group (Shareholder)) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Whanau Mārama Parenting Limited (Director) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora – Workforce Development Council (Director) • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Stanmore Bay Primary School (Trustee) • Indigenous Growth Limited (Advisory Board Chair) • Innovation Programme for Tourism Recovery (Advisory Panel Member) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) 		

		<ul style="list-style-type: none">• University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)• Sarcoma Foundation NZ (Board member)• Child Cancer Foundation (Board member)• Ronald McDonald House (Board member)		
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Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-23	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2022 Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – 19 Jan (½Y Acts) Board Meeting – 25 Jan (½Y Acts)
Feb-23	<ul style="list-style-type: none"> Q2 Performance Report Letter of Expectation 	<ul style="list-style-type: none"> CEO Report Update on storm and flooding impact 	<ul style="list-style-type: none"> Board Strategy Session – 9 Feb 	<ul style="list-style-type: none"> Destination Committee – 2 Feb Board Meeting – 22 Feb
Mar-23	<ul style="list-style-type: none"> Annual Plan FY24/25 Draft 2024 -2027 Statement of Intent Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Board Evaluation (biennial – next due: 2024) 		<ul style="list-style-type: none"> Risk Committee – 17 March Capital Projects Committee – 22 March Board Meeting – 29 March
Apr-23	<ul style="list-style-type: none"> Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report FIFA Women's World Cup 2023 Update 	<ul style="list-style-type: none"> Operating Model 	<ul style="list-style-type: none"> Destination Committee – 17 April Board Meeting – 26 April
May-23	<ul style="list-style-type: none"> Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees FY24-26 		<ul style="list-style-type: none"> Risk Committee – 22 May Board Meeting – 1 Jun
Jun-23		<ul style="list-style-type: none"> CEO Report H&S Report 		

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-23	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Draft 2023 -2026 SOI Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Major Events Strategy 	<ul style="list-style-type: none"> Capital Projects Committee – 17 July Destination Committee – 20 July Board Meeting – 26 July
Aug-23	<ul style="list-style-type: none"> Q4 Performance Report Q4 Risk Report to Council TAUT Annual Report Financial reporting for the year ended 30 June 2023 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk Committee – 23 August Board Meeting – 30 August
Sep-23	<ul style="list-style-type: none"> TAU Trust Annual Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 6 Sep Capital Projects Committee – 20 Sep Board Meeting – 27 Sep
Oct-23	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2023 Q1 Performance Report Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 25 Oct
Nov-23	<ul style="list-style-type: none"> TAUL Annual Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk Committee – 10 Nov Board Meeting – 29 Nov
Dec-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> No Board Meeting

BOARD MEETING (open)

HELD ON: Thursday 1 June 2023 at 9.00 a.m.

AT: Waihorotiu Room, Te Pokapū Aotea Centre, Auckland

PRESENT:

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Hinu Te Hau	
Jen Rolfe	
Dan Walker (remote)	
Cr Shane Henderson	TAU Lead Councillor

APOLOGIES: Graeme Stephens

ATTENDED:

Jenny Solomon	Board Intern
Sarah Johnson-Smith	CCO Governance, Auckland Council
Executive Team	Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira Director Māori Outcomes, Mandy Kennedy Chief Digital Officer, Lynn Johnson Chief People Officer, Justine White Chief Financial & Corporate Services Officer
Richard Jarrett	Auckland Council, Director Group Services
Matthew Horrocks	Screen Auckland Manager
Delwyn Corin	Programme and Prosperity Manager
Michael Brook	Manager Creative Industries
Kit Toogood	Chair, Art Gallery Advisory Committee
Kirsten Lacy	Director, Auckland Art Gallery
Susan Wall	Head of Advancement, Auckland Art Gallery
Kevin Buley	Director, Auckland Zoo
Emma Mearns	Planning and Performance Manager
Grant Maxwell	Consultant, Eighty One
Simon Johnson	Auckland Council, Lead Liaison
Malcolm Lawry	GM Commercial and Business Development
Melanie Baker-Jones	Te Whakahaere, Project Lead
Mark Baker-Jones	Te Whakahaere, Project Lead
Parin Rafiei-Thompson	Head of Climate Innovation and Sustainability
Alex Norman	Climate Change and Sustainability Advisor
Tim Kingsley-Smith	Company Secretary & Legal Counsel

Nick Hill, Justine White, and Tim Kingsley-Smith joined the meeting.

1. AGENDA AND APOLOGIES

The Chair opened the meeting and a karakia was recited. The apology of Graeme Stephens was noted.

2. CONFIDENTIAL MINUTES 26 APRIL 2023 AND ACTION TRACKER

Subject to three minor amendments (word change “could” for “will” on p.7, delete sentence beginning “the team” on p.8, and word change “reactive” to “active” on p.9) the Board **approved** the 26 April 2023 confidential minutes as an accurate record of the meeting.

The Board discussed action point 2 (financial impact of weather events) and requested that Management provide the Board with an updated table of insurance claims. (**ACTION POINT**)

3. CE CONFIDENTIAL VERBAL UPDATE

Nick Hill spoke to the paper.

- Management noted that there are indications that TAU's required savings for the coming financial year could be less than the \$44m figure that was publicly consulted on, but the exact savings figure will not be confirmed until Council has agreed to the full Annual Plan which is due to be considered on 8 June.
- Management noted that a reduced savings figure will likely allow TAU to maintain a "lean" economic development (**ED**) team and function. The savings target will still be very challenging and will impact the whole organisation, but TAU is confident of being able to deliver more operational efficiency. The Board noted that stakeholders strongly advocated for maintaining an ED function in Auckland and this, together with the public support for TAU and its services that came through from the public consultation process, has been encouraging.
- Management noted that once the Annual Plan is agreed, focus will move to the Long Term Plan (**LTP**). TAU needs to be engaged with Council early in this process to ensure that clear communication is maintained. The longer-term focus of the LTP will allow TAU to emphasise the longer term nature of some of TAU's services such as major events and the ED function. The Board noted that many of TAU's ED programmes target longer term benefits such as accelerating the creation of quality jobs, enhancing economic productivity, and improving well-being.

The Board **noted** the CE Confidential update.

4. RISK COMMITTEE VERBAL UPDATE

The Risk Committee chair updated the Board on the recent Risk Committee meeting.

- At its meeting, the Committee considered the weather-related damage to Western Springs Stadium. It is now clear that the damage is as extensive and complex as first thought. The Risk Register has been updated and the Committee has requested a site visit to see the problem areas first-hand.

█ [REDACTED]

S7(2)(f)(i),(g),(h),(i) LGOIMA 1987

- Management has done good work on business continuity (BCP) and emergency plans, and has reviewed the Bush Report. The Committee was pleased with the progress to date but noted that BCP and emergency plans are 'live' documents that need to be continuously reviewed and updated.
- Management updated the Committee on the recent Zoo enclosure breach incident. Management has done a comprehensive review and the recommendations of the review will now be prioritised and addressed by the Zoo, the capital projects team, and the security team.

The Board **noted** the update.

Richard Jarrett and Mandy Kennedy joined the meeting.

5. ICT INFRASTRUCTURE PROJECT UPDATE

Richard Jarrett spoke to the paper.

- Mr Jarrett noted that all 48 identified pain points at the start of the project have been addressed in the project's first nine months. Four TAU staff recently transferred to Council and the institutional knowledge that has come with the staff has proven invaluable.
- Mr Jarrett noted that TAU's service desk has been successfully transferred to Council. The roll-out of multi-factor authentication across TAU is 92% complete. Three of nine value drops have been completed and all others, except for the Ungerboek integration to SAP, are either green or amber. The Ungerboek integration has had to be paused and the rules re-reviewed to validate that they are still fit for purpose. The target date for this value drop (September 2023) may still be met, but it is now at risk.

■ [REDACTED]

S7(2)(j) LGOIMA 1987

The Board **noted** the ICT Infrastructure project update.

Richard Jarrett left the meeting. Councillor Henderson, Sarah Johnson-Smith and the Executive Team joined the meeting.

The Chair opened the public section of the meeting.

6. REGISTER OF DIRECTORS' INTERESTS & ROLLING 12-MONTH BOARD WORK PROGRAMME

The Board **noted** the Interests Register and the 12-Month Board Work Programme.

7. PUBLIC MINUTES 26 APRIL 2023

Subject to the minor amendments made to the 26 April 2023 Confidential Minutes being incorporated, the Board **approved** the 26 April 2023 Public Minutes as an accurate record of the meeting.

8. CE REPORT

Nick Hill spoke to the paper.

Annual Plan Savings

- Management noted that TAU's FTE reduction target of approximately 200 has been publicly announced. Meeting TAU's Annual Budget savings targets remains the primary focus of the organisation and the process is a significant and ongoing challenge for the organisation and its leadership. TAU believes it can meet the targets outlined the Mayor's Letter of Expectation but will need full support from Council to achieve some of them.

Organisational Updates

- Management noted that the renaming of Go Media Stadium, Mt Smart was announced recently and received positive publicity. TAU's Destination Partnership Programme has launched and was given a positive reception by the industry. [REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

- Management noted that the Supreme Court made its final ruling on the Accommodation Provider Targeted Rate (**APTR**) case in favour of Council. Confirmation that the APTR was legally imposed by Council will likely lead to discussions of the APTR and how Auckland's major events and destination activities should be funded in the short and long term during the LTP process.

- Management updated the Board on preparations for the upcoming FIFA Women's World Cup 2023. The event is currently within budget, the host city obligations are in hand, ticket sales are improving, and the event programme is ramping up. The Board referred to the confidential FIFA Women's World Cup 2023 risk matrix in the materials and requested that Management review the high-risk areas and report back to the Board. (**ACTION POINT**)

Capital Projects Reporting

- The Board noted that TAU is behind spending targets in the capital programme but acknowledged that the issue is predominantly a phasing and timing issue. The Board requested that going forward, Management incorporate actual spend to budget reporting for each project within TAU's capital projects reporting. (**ACTION POINT**)

The Board **noted** the CE Report.

The Executive Team apart from Nick Hill, Justine White and Pam Ford left the meeting. Matthew Horrocks, Delwyn Corin and Michael Brook joined the meeting.

9. SCREEN AND CREATIVE INDUSTRIES UPDATE

Pam Ford, Matthew Horrocks, Delwyn Corin, and Michael Brook presented to the Board.

- Councillor Henderson noted that the screen sector is already a vital industry for west Auckland and greater Auckland, but also an industry with potential to grow and create more quality jobs and additional economic activity for the region. It is vital that TAU and Council maintain high 'film friendliness' so that the screen sector continues to flourish.
- The Board noted that Discover Auckland provides a great opportunity to highlight Auckland's screen credentials. Management agreed and noted that the team is planning to utilise some screen-based products with a few New Zealand icons on Discover Auckland.
- The Board noted that TAU is well-placed to drive and organise the Henderson Creative Quarter programme and is working closely with the Government on maximising opportunities.
- The Board thanked Management for the presentations and noted that bringing the three related presentations together is a powerful representation of TAU's work and support over the last decade in the screen and creatives industries areas. All stakeholders need to be mindful of taking short term decisions that could jeopardise years of work, investment, and value creation.

The Board **noted** the screen and creative industries update.

Pam Ford, Matthew Horrocks, Delwyn Corin, and Michael Brook left the meeting. Kitt Toogood, Kirsten Lacy, and Susan Wall joined the meeting.

10. AUCKLAND ART GALLERY TOI O TĀMAKI EXHIBITION PROGRAMME

Kirsten Lacy and Susan Wall presented to the Board.

- The Board and Management discussed the Art Gallery's upcoming temporary exhibitions, collection exhibitions, and artist commissions. The challenging fiscal environment has led to a greater focus on utilising, flexing, and adapting the Gallery's own collection.

Jenny Solomon left the meeting at 11.40 a.m.

- The Board thanked Management for the presentation and noted that the Gallery has an exciting upcoming exhibition programme which is varied, broad and will appeal to different audiences.

Councillor Henderson and Sarah Johnson-Smith left the meeting. The Chair closed the public board meeting at 12.02 p.m. and opened the Confidential Meeting at 12.24 p.m.

11. AUCKLAND ART GALLERY TOI O TĀMAKI ADVISORY COMMITTEE

Kit Toogood, Kirsten Lacy and Susan Wall discussed the Art Gallery and the Art Gallery Advisory Committee with the Board.

■ [REDACTED]

[REDACTED]

■ [REDACTED]

The Board **thanked** Kit Toogood for attending the meeting and **noted** the update.

S7(2)(f)(i),(g),(h),(i) LGOIMA 1987

Kit Toogood, Kirsten Lacy, and Susan Wall left the meeting. Kevin Buley joined the meeting.

12. AUCKLAND ZOO BUSINESS CASE

Kevin Buley spoke to the paper.

The Board:

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

Kevin Buley left the meeting. Shelley Watson, Emma Mearns and Grant Maxwell joined the meeting.

13. COMMERCIALISATION OF TAU'S MEDIA ASSETS

Shelley Watson spoke to the paper.

- Management detailed the “green” and “amber” options for commercialising TAU’s media assets as detailed in the materials. Management and the Board discussed prospective advertising media spaces (both physical and digital) amongst TAU’s owned and managed venues.

■ [REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

- Management noted that the Council Group is working together to better align Council and CCO media asset licence terms so that in the future, the Group’s media assets can potentially be sold together which would likely be an even more attractive proposition.
- The Board noted that there is a danger that aesthetic value of venues could be compromised by the installation of media assets depending on location, size etc., and requested that Management ensure that aesthetic value of venues and advertisement content is considered when installing and running media assets.

The Board **approved** the proposed implementation of commercialising TAU’s media assets.

Shelley Watson, Emma Mearns and Grant Maxwell left the meeting.

14. LEASE ASSIGNMENT

The Board:

1. **Approved** TAU assigning the lease for Levels 6&7, 167B Victoria Street to MBIE as per the terms of the Heads of Agreement dated 25 May 2023 – or another business on terms equal to or better than the terms proposed with MBIE; and
2. **Delegated** authority to the Chief Executive to sign the Assignment of Lease with MBIE.

15. TAU RESTRICTED RESERVE FUNDS

The Board:

1. **Noted** the report.
2. **Approved** the CFCSO progressing the creation of the Screen Sector Reinvestment Fund, Destination Partnership Programme Fund, and Major Events Fund restricted reserves.

16. Q3 RISK REPORT TO COUNCIL

Justine White spoke to the paper.

- The Chair of the Risk Committee noted that the Risk Committee considered the Q3 Risk Report and made some requested amendments which Management has now incorporated.

The Board

1. **Approved** the TAU Q3 2023 Risk Dashboard to the Auckland Council Audit and Risk Committee; and
2. **Noted** the TAU Q3 Strategic Risk Report.

Priyanka Victor joined the meeting.

17. HEALTH AND SAFETY REPORT

Justine White and Priyanka Victor spoke to the paper.

- Management noted that overall, TAU is tracking well on its H&S lead and lag indicators. There is a lot of leadership activity and executive visibility has improved which is encouraging. While lag indicators remain steady, the severity of incidents is trending down. There was one notifiable event in the last month when a visitor suffered a medical event and fell over at a TAU event. The visitor's medical event was not related to the event or site.
- [REDACTED] Management responded that all TAU contractors go through a TAU H&S induction and assessment and must provide their pre-qualified H&S documentation as part of the contracting process. Contractors and tenants are strongly encouraged to report all H&S incidents [REDACTED]
- The Board noted the "items lowered/falling from height" incident report relating to TAU theatres and event spaces in the pack. [REDACTED] The Board requested that Management conduct a follow-up review on how well the recommendations have been adopted and then report back to the Board on the findings. **(ACTION POINT)**
- The Board noted the Zoo enclosure breach incident report makes several recommendations that the Zoo is now considering. Management confirmed that the Zoo will now propose the actions to be taken in response to the recommendations and the timelines for those actions.

The Board requested that, as with the items lowered/falling from height report, Management conduct a follow-up review on how well the recommendations have been adopted by the Zoo and then return to the Board with the findings. **(ACTION POINT)**

Priyanka Victor left the meeting and Simon Johnson joined the meeting.

18. AUCKLAND STADIUMS OVERVIEW

Simon Johnson presented to the Board.

- Mr Johnson discussed the Auckland stadium network and Management updated the Board on the damage to Western Springs Stadium.

Simon Johnson left the meeting.

- The Board requested that Management return to the Board to discuss the damage to Western Springs Stadium once insurance has been resolved and the initial re-build options have been identified and explored. **(ACTION POINT)**
- The Board requested that Management write to the Western Springs promoter to strongly remind the promoter (and all its stakeholders and agents) that Western Springs Stadium is currently closed in response to reports of people connected with speedway entering the Stadium without authorisation recently. Parts of the stadium remain unstable and pose a significant health and safety risk, so it is unsafe for anyone to access the site without TAU's knowledge and permission. **(ACTION POINT)**

Jenny Solomon joined the meeting at 2.00 p.m.

- Jennah Wootten updated the Board on the recent SOSA IAG meeting. It was a constructive meeting and there are now a few points for TAU to work through. [REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

The Board **noted** the update.

19. GO MEDIA STADIUM, MT SMART

Nick Hill discussed the recent meeting between the Board and the New Zealand Warriors.

- [REDACTED]

The Board **noted** the update.

S7(2)(f)(i),(h),(i) LGOIMA 1987

20. MOTAT BOARD DIRECTOR RECOMMENDATIONS UPDATE

Justine White spoke to the paper.

The Board **noted** the update.

21. BOARD ONLY TIME

The Board held Board only time.

The Board **approved** the disestablishment of the Destination Committee subject to the details being worked out by the TAU Chair and the Chair of the Destination Committee. Management agreed to be ready with communications on the Destination Committee's future, and APTR.

The Board noted that a governance group will be developed with external destination industry members to provide oversight and representation relating to the newly instituted Destination Partnership Programme. This group will perform some of the roles and functions of the Destination Committee.

The Board noted that the TAU Board Committee structure and membership, roles and responsibilities as well as each Committee's Terms of Reference will be reviewed once the current SOI process has been completed.

22. CLIMATE CHANGE AND SUSTAINABILITY REPORTING

Due to a shortage of time, the Board **postponed** the Climate Change and Sustainability Reporting item until the next Board meeting.

Melanie Baker-Jones, Mark Baker-Jones, Parin Rafiei-Thompson, and Alex Norman joined the meeting.

23. CLIMATE CHANGE AND SUSTAINABILITY TCFD REPORTING

The Board undertook a Climate Change and Sustainability TCFD Reporting training course.

The meeting ended at 3.48 p.m.

Confirmed as a true and correct record of the meeting of 1 June 2023:

Chair

Date

Final Tātaki Auckland Unlimited Statement of Intent 2023-26

Report to the Board of Tātaki Auckland Unlimited

Meeting date	26 July, 2023
Authors	James Robinson, Head of Strategy and Planning Justine White, Chief Financial & Corporate Services Officer
Approved by	Nick Hill, Chief Executive
Purpose of paper	For Feedback and Approval
Company and/or Trust paper	Company and Trust
Proposed resolution	That the Board: <ol style="list-style-type: none"> 1. Approve the final Tātaki Auckland Unlimited SOI 2023-26 for submission to Auckland Council by 31 July 2023; and 2. Delegate the Chief Executive to approve any changes made to the SOI as a result of Board feedback prior to submission.

PURPOSE

This paper seeks feedback on and approval of the final Tātaki Auckland Unlimited Statement of Intent (SOI) 2023-26 (Attachment 3) for delivery to Auckland Council by 31 July 2023.

BACKGROUND

The Local Government Act requires all CCOs to prepare a SOI each year. The Tātaki Auckland Unlimited SOI 2023-26 states our activities, intentions, financials and KPIs over the next three years according to our strategic priorities and the Auckland Council objectives to which those activities contribute. As such, it provides the strategic link between the Auckland Plan 2050 and Tātaki Auckland Unlimited's operational activities.

On 1 April 2023, a board approved draft Tātaki Auckland Unlimited SOI 2023-26 was delivered to Council for shareholder feedback.

Formal shareholder feedback was received on 26 May 2023 (Attachment 1) and Auckland Council's final Annual Budget for FY 2023/24 was agreed and approved in June.

The attached final Tātaki Auckland Unlimited SOI 2023-26, reflects the shareholder feedback received and the approved budget and is presented to the board for feedback and final adoption.

The attached table (Attachment 2) provides an overview of how key points raised via formal shareholder feedback have been addressed in the final Tātaki Auckland Unlimited SOI 2023-26.

Since consideration of the draft SOI at the March board meeting, the following are the material changes that have been made.

- The *Introduction* has been re-drafted to reflect key recent changes, our current operating environment and our areas of focus for FY 2023/24.
- The strategic outcomes framework (*Nature and scope of activities* section) has been amended to a focus on three core outcomes – Experiences and Events, Facilities and Investment and Innovation. The Social Enterprise outcome has been moved to an Operating Principle alongside Integrated (organisation).
- The target for the LTP Measure, “Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention” has been set to n/a to reflect the budget cuts and the resulting reduction in scope of economic development activity. As such, it is no longer included as a Key Performance Indicator.
- The target for the LTP Measure, “Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention” has been reduced from 150 to 50 businesses to reflect the budget cuts and the resulting reduction in scope of economic development activity.
- A new table has been included in the *Introduction* to Part 2 of the SOI detailing the range of measures undertaken to deliver on the operational savings targets set through the Annual Budget process.
- The *How we will deliver: one-year work programme* section has been amended to reflect the impact of the budget cuts and reformatted to clearly identify ongoing operational activities and specific deliverables for 2023/24.
- A new section has been included providing detail on specific projects as requested through the shareholder comments.
- Within the *Our facilities and functions* section, new content has been added covering *Major and Delivered Events* (as requested through the shareholder comments) and *Economic Development* activity.
- Within the *Our facilities and functions* section, all budget and operational metrics information has been populated.
- New KPIs have been included at the request of the shareholder measuring progress against the capital programme and asset condition.
- All financial tables have been populated to reflect final Annual Budget decisions and financial data has been presented at a finer activity level as requested via the shareholder comments.

FINANCIAL

Financial data has been incorporated into the attached final SOI for Tātaki Auckland Unlimited Limited, Tātaki Auckland Unlimited Trust and a consolidation of the two. This financial data is aligned with the final Auckland Council Long Term Plan 2021-31 and the Annual Budget for 2023-24.

RISK

No significant risks are associated with the approval of the final Tātaki Auckland Unlimited SOI 2023-26.

LEGAL

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

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

CONSULTATION / MAORI OUTCOMES

The Tātaki Auckland Unlimited SOI 2022-25 covers Tātaki Auckland Unlimited's alignment with Auckland Council's Māori Outcomes Performance Measurement Framework, *Kia Ora Tāmaki Makaurau* and aligns with our Māori Outcomes Plan for Tātaki Auckland Unlimited, *Te Mahere Aronga*.

RECOMMENDATION

Recommendation

It is recommended that the Board:

1. **Approve** the final Tātaki Auckland Unlimited SOI 2023-26 for submission to Auckland Council by 31 July 2023; and
2. **Delegate** the Chief Executive to approve any changes made to the SOI as a result of board feedback prior to submission.

Written by:



James Robinson
**Head of Strategy
& Planning**

Reviewed by:



Justine White
**Chief Financial and
Corporate Services Officer**

Approved by:



Nick Hill
Chief Executive

ATTACHMENT SCHEDULE

Attachment 1	Shareholder comments on the draft Tātaki Auckland Unlimited SOI 2023-26
Attachment 2	Response to shareholder comments on the draft Tātaki Auckland Unlimited SOI 2023-26
Attachment 3	Tātaki Auckland Unlimited Statement of Intent 2023-26

26 May 2023

Vicki Salmon
Chair
Tātaki Auckland Unlimited

By email: v.salmon@xtra.co.nz

Tēnā koe Vicki,

Shareholder comments on the draft Tātaki Auckland Unlimited Statement of Intent 2023-2026

Thank you for providing the draft Statement of Intent 2023 – 2026 (SOI) for Tātaki Auckland Unlimited. The CCO Direction and Oversight Committee considered it at its 11 May 2023 meeting. As context for this discussion a copy of the full report can be found here:

https://infocouncil.aucklandcouncil.govt.nz/Open/2023/05/20230511_CDOCC_AGN_11505_WEB.htm

Below are shareholder comments common to all CCOs and comments specific to Tātaki Auckland Unlimited.

I would like to thank you for the hard work that you and your organisation have put in producing the draft SOI. We acknowledge that the environment the Council group is operating in remains a very challenging one and appreciate your support as we navigate this.

General shareholder comments to all CCOs

Financial and non-financial performance

Final SOIs should reflect the council's final decisions on the 2023/24 annual budget and financial statements should be fully populated consistent with these decisions and agreed with council's Financial Planning staff. Officers note that the financial information for final SOIs will be finalised through the annual budget process and decisions are being made 8 June 2023.

The draft SOIs do not clearly explain the impacts on CCO activities of the requested cost reductions in the Mayoral proposal. Final SOIs should include a clear view of any impacts on activities from budget reductions.

Some draft SOIs reflected changes to performance measures and/or targets, or targets were missing. Final SOIs should ensure that all performance measure targets are fully populated and that measures and targets reflect those in the long-term plan, with agreed variances being clearly identified.

Council wants to receive more meaningful information about the activities of each CCO. Activity based financial information (opex and capex) should be provided in the financial statements of final SOIs and reported quarterly.

Independent Māori Statutory Board

Final SOIs should outline the CCOs' relationships with the Independent Māori Statutory Board and refer to the IMSB's Māori Plan or Schedule of Issues of Significance. This was missing across all CCO draft SOIs.

Response to letters of expectation

CCOs have responded positively to the request for specific projects or areas of work that were set out in the letters of expectation but this is generally at a high level. More specifics should be provided in final SOIs on the projects requested in letters of expectation, including milestones and timeframes.

Transparency and accountability

Council is pleased to see commitments in the SOIs to operating openly and holding meetings in public. But the Lead Councillors are concerned that there is still much of the CCO board's business conducted in confidential meetings and not made available to the public and councillors. We believe CCOs should do better and we will be scrutinising your performance in this regard.

Council also acknowledges the importance of facilitating opportunities for direct Governing Body and CCO board engagement and relationship building. We will work with your board over the coming months to establish these.

Specific shareholder comments

Alignment to letter of expectation

The draft 2023/24 SOI largely aligns to the letter of expectation sent to Tātaki by the Mayor. In the final SOI Tātaki must include actions and milestones on progressing work to integrate Auckland's cultural institutions, including those managed by Tātaki plus the independent Auckland War Memorial Museum, MOTAT and the Stardome Observatory. This is not well covered in the current draft SOI.

The final SOI must also include more information on the delivery of the operating savings required through the final 2023/24 annual budget and have this clearly reflected in the work programme and final financial statements. For transparency, Tātaki should make clear the changes activities and work now scaled back or stopped in the final SOI as a result of final 2023/2024 annual budget decisions.

Other matters

The draft SOI introduces a new strategic framework, of which the fourth outcome is 'social enterprise'. The outcome statement for this is unclear and the bullet pointed activities listed under this outcome appear to be more focused on organisational efficiency and value for money and are not clearly linked to social enterprise. In the final SOI Tātaki should revisit the social enterprise outcome to make the objectives and activities of this outcome clearer.

In the final SOI, Tātaki must outline its role, the specific actions and associated milestones with its work on the Aotea Creative Quarter and the Western Springs precinct. This is unclear in the draft SOI.

Tātaki has set out proposed operational metrics for assessing performance of its facilities in the draft SOI (events are to be added). More clarity on the reporting frequency is needed. Council as shareholder expects these metrics to be reported on quarterly through the regular SOI process, noting these indicators will not form part of the formal SOI performance measure set.

The draft SOI notes that Tātaki will continue to deliver climate mitigation and resilience innovation through Climate Connect Aotearoa. In the final SOI Tātaki should include more information on the activities of Climate Connect Aotearoa and how these support council plans and strategies. We also request that the final SOI includes that you will seek to report on scope 3 greenhouse gas emissions and actions to reduce, consistent with your commitments and the Auckland Council group approach.

Performance measures

We note that Tātaki's performance indicator set remains largely the same as 2022/2023 (totaling 11 measures). In the final SOI you must ensure targets across the three financial years are provided for all measures and any variances to targets for LTP and non-LTP measures are agreed with council staff.

Tātaki must also increase the targets for the 'percentage of operating expenses funded through non-rates revenue' measure, as agreed with Financial Planning staff and reflecting final 2023/24 annual budget decisions.

Thank you for the information already provided in the draft SOI on budget and performance metrics for your facilities. This needs to be extended to include the same for events. Targets for both facilities and events metrics also need to be completed.

Tātaki do not presently have any performance measures around capital expenditure delivery whereas other substantive CCOs do have this measure. In the final SOI Tātaki needs to include a performance measure in the current measure set around capex delivery. This should reflect the number of projects completed on time and budget for the total capex spend (not just the percentage delivered).

Finally, Tātaki is asked to consider the introduction of critical asset condition performance measure to the performance measure set. The value of the Tātaki Trust assets at 30 June 2022 was \$1,875 million, based on the year-end accounts (non-current assets only). Given the size of this asset base it is considered appropriate for an asset condition measure to be introduced.

Council staff will work closely with your staff to ensure these shareholder comments are clear, and to relay any feedback from the 11 May 2023 committee meeting that relates to performance or operational issues, or issues of detail or wording.

I look forward to receiving the final SOI by 31 July 2023.

Ngā mihi



Wayne Brown
MAYOR OF AUCKLAND

Copy to: *Deputy Mayor, Desley Simpson*
 Councillor Wayne Walker, Chair - CCO Direction and Oversight Committee
 Councillor Shane Henderson, Deputy Chair - CCO Direction and Oversight Committee and
 Lead Councillor - Tātaki Auckland Unlimited
 Jim Stabback, Chief Executive - Auckland Council
 Nick Hill, Chief Executive - Tātaki Auckland Unlimited

Attachment 2: Response to shareholder comments on the draft Tātaki Auckland Unlimited SOI 2023-26

The table below outlines the key items of feedback received from Auckland Council on our draft SOI 2023-26 and responses to each as reflected in the Final SOI 2023-26. Feedback points included General feedback (provided to all CCOs) and feedback specific to TAU.

Comment	Response
General shareholder comments to all CCOs	
Final SOIs should reflect the council's final decisions on the 2023/24 annual budget and financial statements should be fully populated consistent with these decisions and agreed with council's Financial Planning staff.	All budgets finalised and included in alignment with Annual Budget decisions.
Final SOIs should include a clear view of any impacts on activities from budget reductions.	Further detail on specific impacts of budget cuts have been included in the Introduction to Part 2: Statement of Performance Expectation.
Final SOIs should ensure that all performance measure targets are fully populated and that measures and targets reflect those in the long-term plan, with agreed variances being clearly identified.	All targets fully populated. LTP variations identified.
Activity based financial information (opex and capex) should be provided in the financial statements of final SOIs and reported quarterly.	Operating budget by operating divisions included in consolidated financial statements. Capex budget by key venues/organisations included in <i>Our facilities and functions</i> section.
Final SOIs should outline the CCOs' relationships with the Independent Māori Statutory Board and refer to the IMSB's Māori Plan or Schedule of Issues of Significance. This was missing across all CCO draft SOIs.	Further explanation of relationship with IMSB has been included in the <i>Approach to Governance</i> section.
More specifics should be provided in final SOIs on the projects requested in letters of expectation, including milestones and timeframes.	See specific projects as below.
There is still much of the CCO board's business conducted in confidential meetings and not made available to the public and councillors. We believe CCOs should do better and we will be scrutinising your performance in this regard.	Further content has been added re open board agendas in <i>Approach to Governance</i> section.
Specific TAU comments	
The final SOI must include actions and milestones on progressing work to integrate Auckland's cultural institutions , including those managed by Tātaki plus the independent Auckland War Memorial Museum, MOTAT and the Stardome Observatory. This is not well covered in the current draft SOI.	Additional commentary added re political working group and working with Council on legislation/policy work.
The final SOI must also include more information on the delivery of the operating savings required through the final 2023/24 annual budget and have this clearly reflected in the work programme and final financial statements. For transparency, Tātaki should make clear the changes activities and work now scaled back or stopped in the final SOI as a result of final 2023/2024 annual budget decisions.	Included in the Introduction to Part 2.

The draft SOI introduces a new strategic framework, of which the fourth outcome is 'social enterprise'. The outcome statement for this is unclear and the bullet pointed activities listed under this outcome appear to be more focused on organisational efficiency and value for money and are not clearly linked to social enterprise. In the final SOI Tātaki should revisit the social enterprise outcome to make the objectives and activities of this outcome clearer.	"Social Enterprise" and "Integration" have been incorporated as Operating Principles that sit across the organisation rather than strategic outcomes.
In the final SOI, Tātaki must outline its role, the specific actions and associated milestones with its work on the Aotea Creative Quarter and the Western Springs precinct. This is unclear in the draft SOI.	Western Springs content included. Aotea covered in the context of working with Eke Panuku on City Centre Action Plan.
Tātaki has set out proposed operational metrics for assessing performance of its facilities in the draft SOI (events are to be added). More clarity on the reporting frequency is needed. Council as shareholder expects these metrics to be reported on quarterly through the regular SOI process, noting these indicators will not form part of the formal SOI performance measure set.	SOI now includes a commitment to report on these metrics quarterly through regular quarterly reporting process – although noting that these metrics are not formal KPIs.
The draft SOI notes that Tātaki will continue to deliver climate mitigation and resilience innovation through Climate Connect Aotearoa. In the final SOI Tātaki should include more information on the activities of Climate Connect Aotearoa and how these support council plans and strategies.	Further commentary added regarding Climate Connect Aotearoa activities in consultation with the Climate and Sustainability team.
We also request that the final SOI includes that you will seek to report on scope 3 greenhouse gas emissions and actions to reduce , consistent with your commitments and the Auckland Council group approach.	Commitment to report on scope 3 emissions included as footnote to GHG emission reduction measure.
We note that Tātaki's performance indicator set remains largely the same as 2022/2023 (totaling 11 measures). In the final SOI you must ensure targets across the three financial years are provided for all measures and any variances to targets for LTP and non-LTP measures are agreed with council staff.	All targets finalised.
Tātaki must also increase the targets for the 'percentage of operating expenses funded through non-rates revenue' measure, as agreed with Financial Planning staff and reflecting final 2023/24 annual budget decisions.	This target reflects the budget. As a result of reduced council funding the % of funding through non-rates revenue will increase.
Thank you for the information already provided in the draft SOI on budget and performance metrics for your facilities. This needs to be extended to include the same for events. Targets for both facilities and events metrics also need to be completed.	Additional content included related to Events. Reviewed by Head of Major Events.
Tātaki do not presently have any performance measures around capital expenditure delivery whereas other substantive CCOs do have this measure. In the final SOI Tātaki needs to include a performance measure in the current measure set around capex delivery. This should reflect the number of projects completed on time and budget for the total capex spend (not just the percentage delivered).	KPI added related to the achievement of key milestones contained in a board endorsed Capital Plan for FY 23/24 (similar to other CCOs).
Finally, Tātaki is asked to consider the introduction of critical asset condition performance measure to the performance measure set. The value of the Tātaki	KPI related to asset condition included. Proposal is that we will set a target of having the appropriate process/

Trust assets at 30 June 2022 was \$1,875 million, based on the year-end accounts (non-current assets only). Given the size of this asset base it is considered appropriate for an asset condition measure to be introduced.

systems in place over FY23/24 with a view to measuring and reporting asset condition from FY24/25 onwards.

Statement of Intent

2023 – 2026

July 2023

He Mihi

Ka tangi te manu kōrero!

Ka rongō te tangi kōrihi!

Ka wāwā mai rā ki roto i te

Wao-nui-a-Tāne! Tūturu whiti!

Whakamaui 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 puhiaiki 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 (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.

Our job is to 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.

However, TAU must reduce the scope and scale of its activities in response to severe financial challenges. Auckland Council has resolved to reduce annual funding of TAU by \$34.5m (a third of TAU's Council funding for the previous year), and the Council has asked the Board to prioritise expenditure 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:

- Substantially reduce administrative costs
- Reduce economic development programmes
- Deliver a reduced major events programme
- Reduce expenditure on marketing the city and the region
- Increase prices taking account of community ability to pay
- Reduce low patronage subsidised and free activities

TAU is concentrating on what it is 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 and visit 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 Pacifica, Lantern and Diwali cultural festivals, and we will continue to support and invest in emerging, creatively original events like Synthony and M9. The 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 gallery, and we will work on securing the long-term future of the Western Springs precinct, including fixing the substantial damage caused by flooding events early in 2023. We will work with the Council to achieve greater integration of the cultural institutions.

Our economic development work will be tightly focussed on a few key programmes that generate exponential benefits to Aucklanders, such as *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 its partners, after navigating the impact of COVID 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

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:

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

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 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.

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

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.

- 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</i>, <i>Auckland's Climate Plan</i>.
	<ul style="list-style-type: none"> Building a pipeline of opportunities and attracting investment that creates higher value employment across Auckland. Enhancing Auckland's innovation ecosystem and delivering new responses to the region's urban and economic challenges.

Opportunity & prosperity	<ul style="list-style-type: none"> 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.
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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 Whītiki 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		
Integrated We are a single, integrated organisation working responsively and transparently as part of the broader council family.	Social Enterprise 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.	

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.	2.08m	2.10m	2.12m
The net promoter score for Tātaki Auckland Unlimited's audiences and participants.	40	40	40
The percentage of operating expenses funded through non-rates revenues.	59%	66%	67%
The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland.	40	40	40
The contribution to regional GDP from major events and business events attracted or supported ² .	\$71m	\$28m	tbc
Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention ³ .	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 ⁴ .	50	50	50

² 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

³ 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.

⁴ 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 the Schedule of Issues of Significance, prepared by the IMSB, as we develop our work programmes.

Working in partnership with Mana Whenua and Mataawaka⁵ 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 processes⁶ – 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.

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.

⁵ See Local Government (Auckland Council) Act 2009

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

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

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.
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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 Trust board occurred at the end of June, 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 including through hosting, funding, facilitating, leveraging and delivering.

Outlined below are the outcomes we are seeking for Auckland through our venues, facilities and events, 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 events 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:

1. **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.
2. **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.

3. **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
Synthoni 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	1000
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. ⁷ (LTP measure)	54	40	40	40	40
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only) ⁸ .	-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%
Percentage of milestones completed as per TAU Board agreed capital programme. (NEW)	New measure	New measure	80%	80%	80%

⁷ 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.

⁸ 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 critical TAU assets in acceptable condition. (NEW)	New measure	New measure	Benchmark set	Improve or maintain	Improve or maintain
Investment and Innovation⁹					
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 ¹⁰ . (LTP measure)	\$30.2m	\$37m	\$71m	\$28m	tbc
Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention ¹¹ .	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.aucklandNew Zealand.com/auckland-index](http://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.

⁹ 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.

¹⁰ 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.

¹¹ 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 Unlimited¹²

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)

Tātaki Auckland Unlimited Māori Outcomes Expenditure

¹² 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.

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 Divisions¹³

Financial year ending 30 June	2021/2022 Actual	2022/2023 Annual Plan	2023/2024 Annual Plan	2024/2025 Forecast ¹⁴	2025/2026 Forecast
Revenue (\$m)					
Economic Development ¹⁵	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
Auckland Zoo			14.3	14.6	14.7
NZ Maritime Museum			5.6	5.8	5.9

¹³ 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

¹⁴ Forecast operating division information is indicative only and subject to revision through the Long Term Planning process for 2024-2034

¹⁵ Economic Development for 2021/22 and 2022/23 includes Destination and Major Events

¹⁶ 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 Stadiums			4.1	3.8	3.6
Auckland Live & Conventions			10.5	10.2	10.
TAU+ (on behalf of Auckland Council) behalf			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)			67.2	51.1	54.3
To meet additional demand			2.1		
To improve the level of service			5.0		
To replace existing assets			60.1	51.1	54.3
TOTAL CAPITAL FUNDING					
Sources of capital expenditure					
Capital funding from Auckland Council			67.2	51.1	54.3
Subsidies and grants – capex			-	-	-

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 ¹⁷	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				

¹⁷ 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.

Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 26 July 2023

1. Introduction

- The FIFAWWC kicked off last night to a full house at Eden Park. The opening proceeded following the tragic shooting incident in the City Centre across the road from the Cloud and Shed 10 where the Fan Zone was due to launch at midday. Our facilities were included in the police cordon for most of the day. The Fan Zone launch was delayed a day in a mark of respect to the victims.
- The unexpected New Zealand victory in the opening game is expected now to give the event in New Zealand the promotional impetus it requires. Ticket sales for lower profile games have been slow (although total sales have not been behind FIFAs own sales targets).
- This week has also seen the launch of Elemental AKL. Accommodation providers are 80% up to pre-COVID levels, and central government is projecting an influx of 23,000 visitors from overseas – primarily from the United States.
- All staffing change proposals to meet the target of 200 roles will have been confirmed following consultation by the time the Board meets. This has been a particularly challenging time for the organisation, and it will continue to be for the next few weeks as people are farewelled.
- Councillors have begun engaging in Long Term Plan workshops to develop an over-arching strategy to guide tough fiscal choices.

2. Finance update

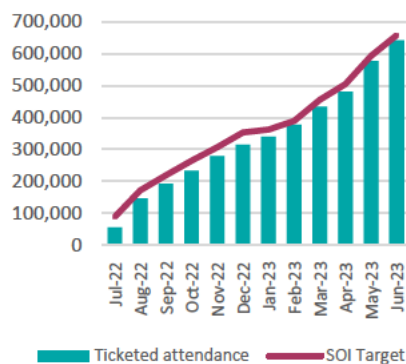
3. Strategic Plan implementation

Experiences and Events

Auckland Live	Major Events	Auckland Conventions & Business Events
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <p>Financial information withheld pursuant to NZX listing rules</p> <ul style="list-style-type: none"> • Ticketed attendance across Auckland Live is 2.4% below the SOI target. • Auckland Live hosted The Hon. Mary Ng, Canadian Minister of Small Business, Export Promotion and International Trade for Matariki Day in the Auckland Town Hall. 	<ul style="list-style-type: none"> • Current Major Events funding situation. The last REF funded event remains Fashion Week in Aug 2024. Beyond that, there is no funding committed, or able to be committed, for major events. REF is fully subscribed for major events. • Full Elemental AKL event line-up was announced, an additional weekend added with two additional events at the FIFA Fan Festival and Viaduct Events Centre on 12 and 13 Aug. Mayor and Deputy Mayor have confirmed attendance for the launch event. • New Zealand Fashion Week will return to the Viaduct Events Centre for the first time since 2019, from 29 Aug–2 Sep. • Cultural Festival contracting is underway, budget confirmation delays put the delivery of Diwali Festival (28-29 Oct) at risk, but the team is now confident they can deliver a world-class festival. <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p><u>Auckland Conventions</u></p> <ul style="list-style-type: none"> • For FY24 budget, confirmed events represent 62 per cent of the overall total budgeted revenue with a further 16 per cent in the pipeline. • 148 business events were successfully secured for Auckland during FY 22/23, expected to generate a total economic impact value of \$64.4m. <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <p>Financial information withheld pursuant to NZX listing rules</p>
FIFA Women's World Cup 2023	City wide Events Calendar	
<ul style="list-style-type: none"> • Tournament time commences at the beginning of July with the participating team arrivals. The opening ceremony and the first match between NZ and Norway are on 20 Jul at Eden Park. • Weekly information updates are being provided to elected members, CCO CEs and the TAU Board from the week commencing 10 Jul. 	<p>S7(2)(f)(i) LGOIMA 1987</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	

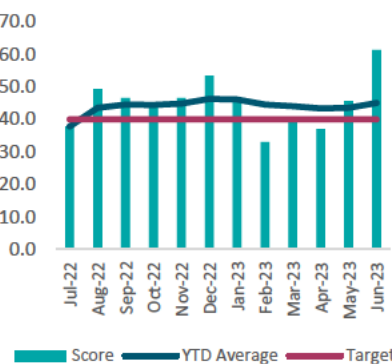
KPI RESULTS

Ticketed attendance Auckland Live (cumulative)



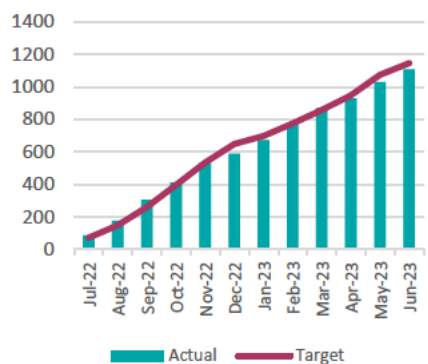
Ticketed attendance was **2.4% below target** for the FY23

NPS for TAU audiences and participants Auckland Live

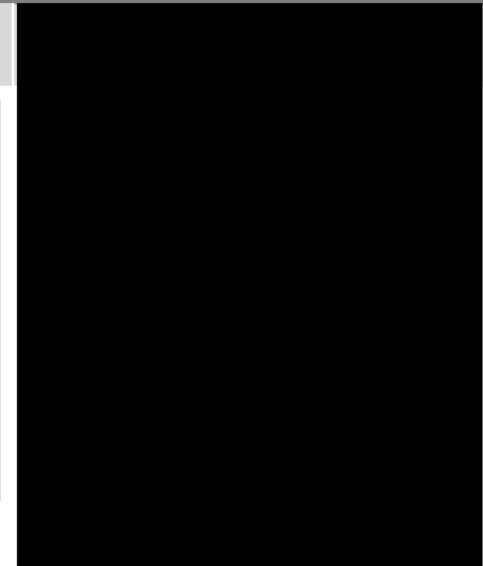


Apart from the first month of FY23, the NPS score has been tracking **above target**, with a notable increase in June, which was driven in large part by 'Kinky Boots' that achieved an extremely high Venue NPS of 77.9

Number of events ALAC (cumulative)

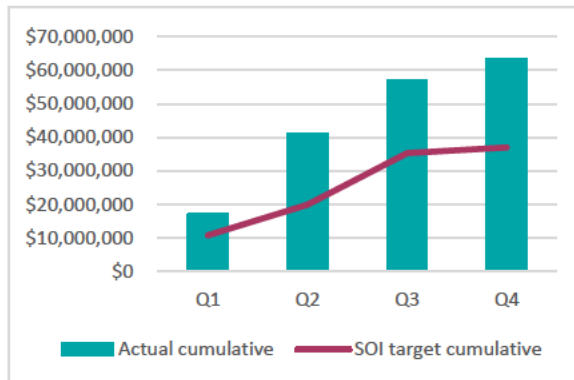


The number of events was **slightly below target**, attributable to the reduced capacity within Programming team across FY23 and no key international blockbuster events due to increase in costs



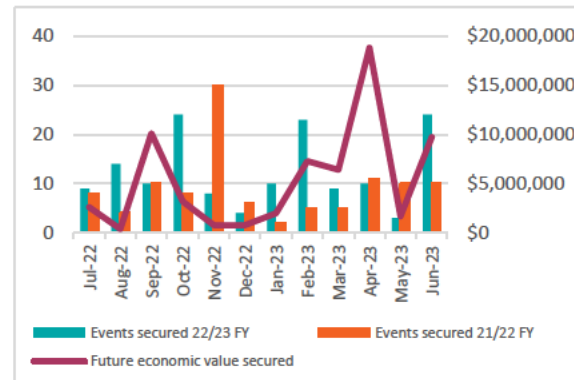
Financial information withheld pursuant to NZX listing rules

Contribution to regional GDP from major & business events



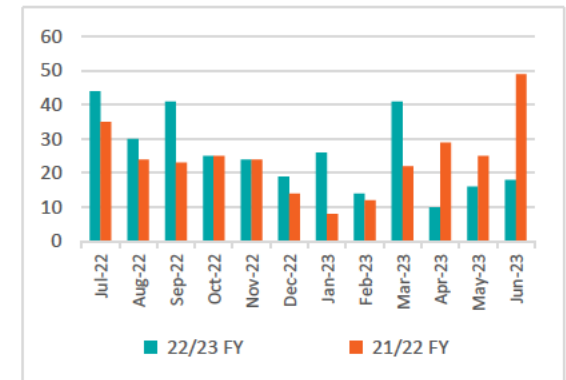
Achieved – Q4 results are draft results. They are based on the evaluation of 42 out of 43 major events supported by TAU. They don't include business events results which are still being evaluated.

Business events secured



Auckland Convention Bureau helped to secure **24 new business events** in June, with an estimated \$9.7m of future economic benefit to the region. 148 business events were successfully secured for Auckland during FY 22/23, expected to generate a total economic impact value of \$64.4m

Business events – new opportunities supported



ACB generated **18 new business events opportunities** for Auckland in June. During FY23 ACB generated and assisted on a total of 315 business event opportunities to be held between 2022 and 2029. If all were successfully brought to Auckland these events would have an associated total economic impact value of \$120.6m



SOI measure or component of SOI measure

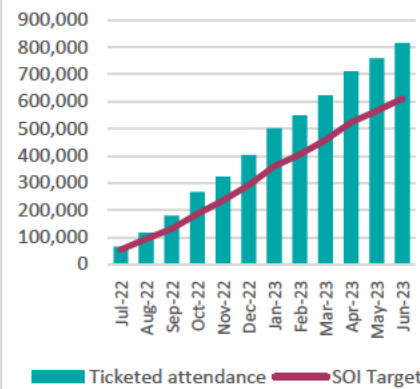
Taonga and Places

<p>Auckland Zoo</p> <ul style="list-style-type: none"> • June visitation is 57,397, 7.8% ahead of target and revenue from all sources was 160,000 (17.6%) ahead of target. • FY23 total visitation is 33.6% ahead of the SOI target at 816,284, the highest on record and almost 100,000 more than the previous highest (718,000 in FY19). • Revenue from all sources for the year is \$13.66m, 15.2% (\$1.8m) ahead of target. The Zoo retail shop and food and beverage performed particularly well, finishing the year more than 33% and 56% ahead of target respectively. • Zoo staff undertook the penultimate releases of 174 zoo-bred wētāpunga to three islands in Ipipiri Bay of Islands. The release was attended and celebrated by a wide range of stakeholders, notably Ngati Manuhiri, as kaitiaki for this special taonga, receiving iwi Ngati Kuta and Patukeha, and staff from project partners Department of Conservation and Project Island Song. • The South East Asia Jungle Track was rewarded again in June (along with other TAU projects) with an excellence in the Tourism and Leisure category of the NZ Property Awards. • Continuing the growth of Zoo Experiences, a new NZ wildlife tour of the Te Wao Nui New Zealand track was launched in June. The tour will be primarily aimed at international visitors and is one of a number of new initiatives to generate additional revenues in FY24. • Almost 2,000 people tuned in for the monthly Wild Wednesday Conservation Learning live stream in June. 	<p>Auckland Art Gallery Toi o Tāmaki</p> <ul style="list-style-type: none"> • FY23 total visitation was 480,000 across a reduced 306 days open (+14.2% higher than projected). • FY23, retail cleared \$1.92 million gross sales; this is 31.3% more than our previous best financial year. The retail team sold more than \$350,000 gross of unique merchandise showcasing artworks from the Toi o Tāmaki collection. • \$620,985 in membership sales revenue for FY23, highest ever (up 85% compared to FY22, up 110% compared to FY21 and up 142% compared to FY20), 8,790 active members (+17% against target and +41% compared to FY22). • Ever Present First Nation Art of Australia is being installed with the exhibition blessing to be attended by Hon Carmel Sepuloni on 28 Jul. • Rihanna's famous MET Gala gown has been confirmed as an addition to the Guo Pei Fashion Fantasy exhibition. • Gallery secured \$820,000 in new unbudgeted philanthropic commitments to support staffing, securing several positions proposed for disestablishment, securing library & archives, and curatorial positions. • FY23 500,000 pax viewed Toi O Tāmaki collection artworks at lending venues across New Zealand and the world, meaning, including the 480,000 visitors to the gallery, nearly 1 mill visitors saw physical artworks in our collection. • The Gallery's week of matariki programming welcomed 12,000 people and feedback was exceptional.
<p>NZ Maritime Museum</p> <div data-bbox="172 1043 1115 1134" data-label="Text"> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> </div> <ul style="list-style-type: none"> • Preparations for Always Song in the Water, NZMM's next major exhibition of art inspired by the Pacific, have begun. The exhibition is based on Greg O'Brien's book of the same name, and the museum will be republishing the book with additional content relevant to the exhibition. • Preparations continue for the offsite collection storage move at the end of 2023. <div data-bbox="244 1299 1093 1331" data-label="Text"> <p>This will be the principal focus of NZMM's collections team in the later part of this year.</p> </div> <div data-bbox="244 1406 515 1430" data-label="Text"> <p>S7(2)(f)(i),(h) LGOIMA 1987</p> </div>	<p>Auckland Stadiums</p> <ul style="list-style-type: none"> • Activity across June provided a strong finish to FY23 with 78.75 event days hosted across Go Media Stadium, Mt Smart and North Harbour Stadium. In total, these events attracted more than 45,000 people. • Food and beverage results were particularly strong at the two NZ Warriors games in June <div data-bbox="1187 1177 1910 1201" data-label="Text"> <p></p> </div> • Ticket sales for both Listen In and Eden Festival commenced in June with Listen In selling particularly well <div data-bbox="1149 1257 2069 1369" data-label="Text"> <p></p> </div> <div data-bbox="1149 1385 1447 1409" data-label="Text"> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> </div>

Single Operator Stadiums Auckland (SOSA)	Western Springs Precinct
<ul style="list-style-type: none"> TAU preparing SOSA plan for Council as per Letter of Expectation. <div data-bbox="181 221 1122 347"></div> <p>S7(2)(f)(i),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> The Council commitment to closer integration of cultural institutions was confirmed in the Council's response to TAU's draft SOI <div data-bbox="1149 237 2069 443"></div> <ul style="list-style-type: none"> An update on the concept development will be provided to the TAU Board at its August meeting. <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>
Aotea Creative Quarter	Auckland Film Studios Sale
<div data-bbox="172 735 1084 836"></div> <p>S7(2)(f)(i),(i) LGOIMA 1987</p>	<div data-bbox="1149 727 2063 1109"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

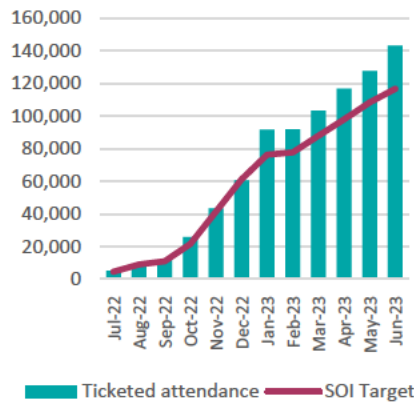
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative)



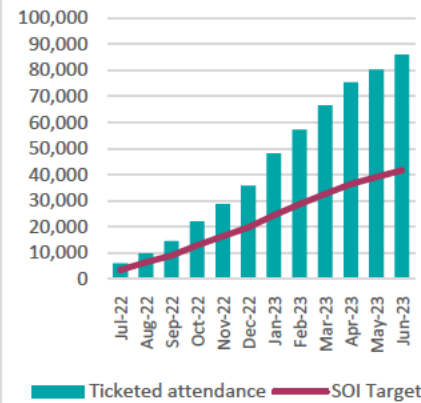
The Zoo's ticketed attendance was **33.6% above target** in 22/23 FY. High visitation was associated with the South East Asia Jungle Track project completion and centenary celebrations

Auckland Art Gallery ticketed attendance (cumulative)



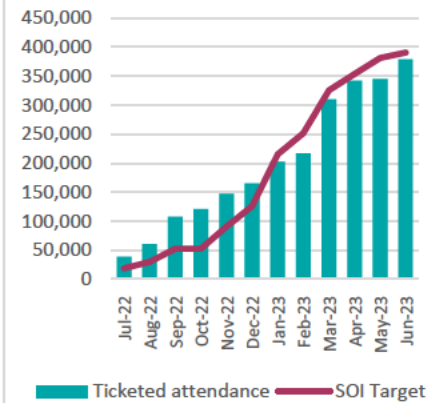
The Gallery's ticketed attendance was **22.7% above target** in 22/23 FY. Includes ticketed attendance only, some international exhibitions (not general attendance)

NZ Maritime Museum ticketed attendance (cumulative)



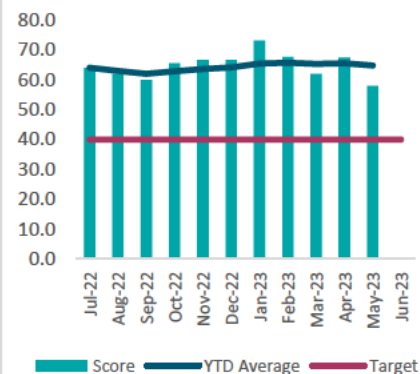
The museum's ticketed attendance was **well above target** (106%) in 22/23 FY, mostly due to increased visitation from cruise ships

Auckland Stadiums ticketed attendance (cumulative)



Stadiums' ticketed attendance was above target early in the FY but dropped **below target** in 2023 (3% below target at year end), mostly due to weather related cancellations. An estimated 85,500 ticketed attendees were lost as a result of the January flooding

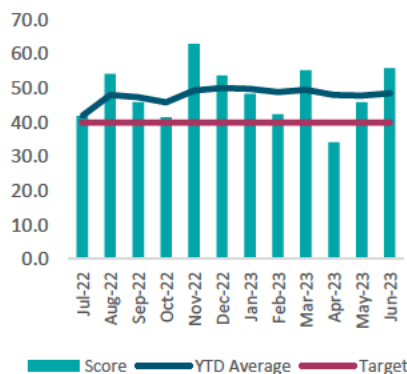
Auckland Zoo NPS



The Zoo's NPS score has been tracking consistently **above target**

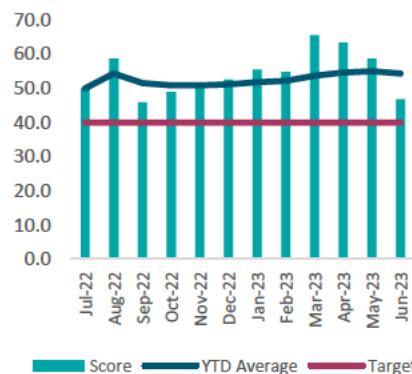
The June NPS data for the Zoo is still being evaluated

Auckland Art Gallery NPS



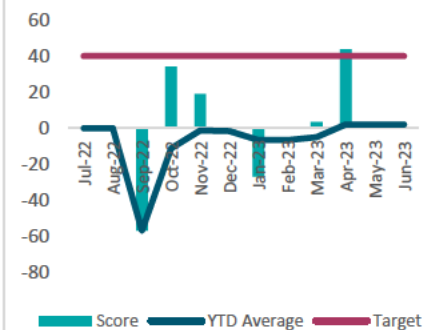
The Gallery's NPS score has been tracking consistently **above target**

NZ Maritime Museum NPS



The Museum's NPS score has been tracking consistently **above target**, but it appears to be showing a downward trend from the high in March 2023, however, the June result is still above the organisational target at 46.8

Auckland Stadiums NPS



Stadiums' venue NPS score has been tracking **below target**. Other performance metrics such as event satisfaction and event NPS are relatively high.

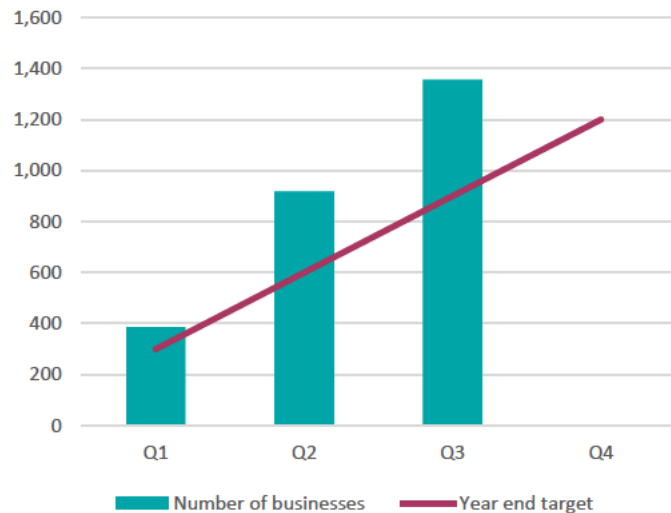
The Stadiums did not conduct or survey any in scope events in June 2023 and hence no NPS data for this team is available.

Future Economy

Visitor Economy	Economic Transformation activity
<ul style="list-style-type: none"> • Aotea Great Barrier Destination Management Plan (DMP) has been received and adopted by the Aotea / Great Barrier Local Board. • The Waiheke Local Board has requested several amendments to the DMP around key recommendations made – eg. an eco-lodge being developed and a levy on short-term accommodation. • Matakana Coast DMP has been completed and now needs to be presented to the Rodney Local Board. • Fifteen operators across Waiheke Island and Aotea Great Barrier have completed the 3-month Sustainability and Capability Programme, each with their own tailor-made Sustainability Plan and measuring their carbon footprint. • A cruise workshop was held in early July with local operators, Ports of Auckland, Cruise New Zealand and the Tupuna Maunga Authority. • TAU is working in partnership with Tupuna Maunga Authority to support the development of a commercial concession and management framework on the maunga. Its aim is to create space for opportunities for mana whenua to enter the market and elevate the promotion of Māori and mana whenua identity of the maunga. • The Destination Auckland Partnership Programme went live on 1 Jul with almost 100 partners applying to the programme. [REDACTED] <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> • TAU continued to support Eke Panuku in the potential use of the Ports of Auckland land and has prepared thinking and analysis on the economic investment opportunities to inform the collaboration on the project. Workshop with governing body postponed to Q1 23/24. • TAU is providing ongoing input to the Eke Panuku led City Centre Action Plan. This was presented to TAU Board and ELT in June, with agreement around ongoing support and the role of TAU in supporting the Investment and Attraction workstream. • Ongoing support of the Auckland Council Plans and Places team and RIMU in peer review of evidence base around the Housing and Business Assessment, with a focus on business land provision, which informs the Future Development Strategy (Auckland Spatial Plan) refresh. • Strategic Research project with Committee for Auckland – ‘State of the City’ benchmark which will be released at a launch event on 10 Aug; progress on the Economic Impact assessment of accelerated action on transitioning to low carbon on the Auckland economy; Cultural Research review on value of arts, culture and creativity from multiple lenses, going beyond mere economic value. Both these reports due in Q1 FY24.
Screen & Creative	Tech & Innovation
<ul style="list-style-type: none"> • Unitary Plan Sites & Places of Significance to Mana Whenua, and filming: lwi and industry feedback on proposed change to Unitary Plan being actively sought but lack of engagement is noted. Remains a leading issue to resolve. • Auckland Screen Taskforce, a key action of the Screen Auckland Roadmap 2022/23, being prepared for launch. Members representing industry and Council work on what the solutions for filming needs in the region are. • Hollywood actors and writers strikes, now confirmed, throw the international pipeline into a high level of uncertainty. Unclear to what degree this action will also affect the larger NZ projects (with international cast). • Henderson Creative Quarter: Creation of messaging, visual and video to create vision and narrative of the intended precinct. [REDACTED] <p>[REDACTED]</p> <p>S7(2)(f)(i) LGOIMA 1987</p> <ul style="list-style-type: none"> • Working with TAU teams and the US Consulate to propose FIFA leverage opportunities that profile Auckland’s creative sector, including Pacific. 	<ul style="list-style-type: none"> • The annual HiTech awards were held in Christchurch on 23 Jun with 1100 participants including the Prime Minister celebrating the best of NZ’s tech industry. TAU supported the ‘Most Innovative Creative Technology Solution’ category which was won by Auckland-based Writer’s Toolbox. • The Innovation Network includes 142 companies representing 1220 individuals across the two GridAKL hubs in Wynyard Quarter. Across the region, GridMNC is supporting 99 founders through the Tukua programme. The Tamaki Innovation Hub (Reserve) is supporting 138 founders, and Click Studios is home to 13 creative technology businesses, representing 41 individuals. • The 18-month ‘From the Ground Up’ project delivered with the Ministry for Primary Industries is now complete, having assisted businesses on their resilience and innovation journey.

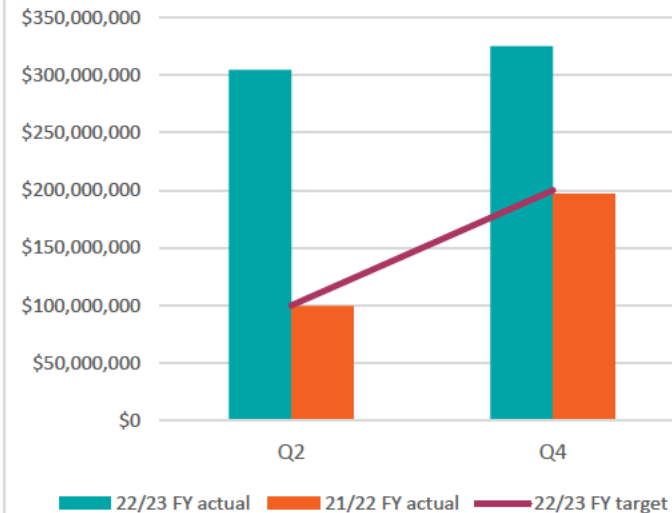
KPI RESULTS

Number of businesses that have been through a TAU programme or benefited from a TAU intervention



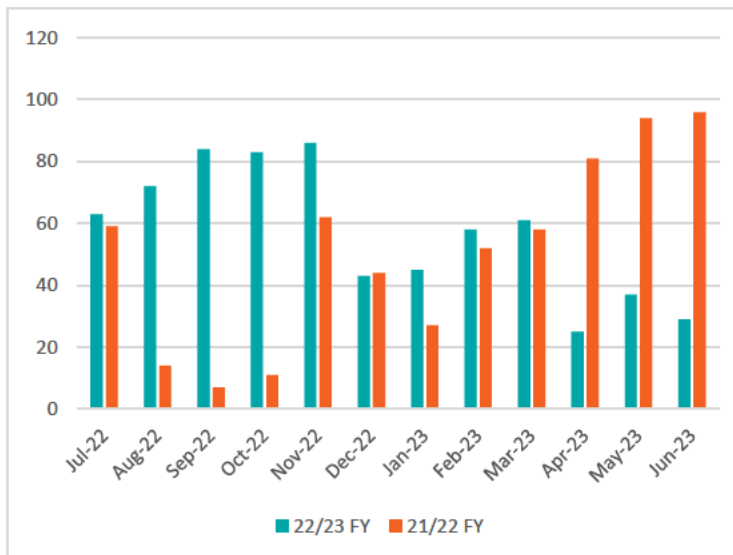
Results reported quarterly
The SOI year-end target has already been achieved
Q4 results are still being evaluated and will be provided in the Aug CE Report

Attributable value of private sector investment secured during the year



Results reported six-monthly
The end-year target has been exceeded by 125m (62%)

Screen permits processed



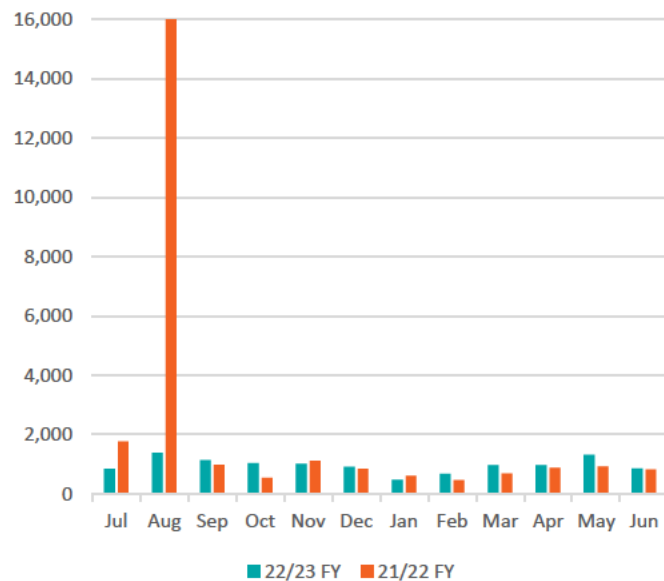
The start of 2023 filming activity was impacted by the damage caused by the Anniversary Weekend floods and the cyclone event that came a week later. There was one large international production that continued to film at Auckland's west coast, where possible, during March. But many smaller-scale productions were delayed due to road access and public spaces being impacted. This was reflected in permit data, particularly in April, but has started to improve through May where general activity increased despite Auckland's ongoing bad weather. Some impact may be felt with larger film activity due to the ongoing writers' strike in the US, but domestic TVC and TV programme production has continued to see growth.

Brand and Reputation

Visitor	Events	Cultural Organisations
<p>Media famils</p> <ul style="list-style-type: none"> Developed an international destination media kit as a guide to Auckland for visiting media during FIFA Women's World Cup. TAU supported Tourism NZ broadcast with Canadian TV show 'The Marilyn Denis Show' with Auckland featuring strongly – reaching 15m viewers along with a wide digital audience. <p>Visitor economy</p> <ul style="list-style-type: none"> Marketing and communications plan drafted for the Destination Partnership Programme in FY24 covering domestic and international activity targeted to leisure and business travellers / business events planners. The Auckland is Calling campaign wrapped at the end of June with reporting underway. An Auckland City of Music campaign launched in market in June with bespoke radio advertising, street posters, Spotify placements and a landing page of aggregated music events on Discover Auckland. 	<p>Major events</p> <ul style="list-style-type: none"> Trade marking, identity development and creative agency selection for Moana Auckland progressed. The Elemental AKL campaign is live in drive and Auckland markets with an extension to the suite of creative imagery and artwork assets delivered by TAU's studio. <p>Business events</p> <ul style="list-style-type: none"> An Auckland Advocate Alliance campaign launches on 17 Jul through social media, sponsored content, electronic university channels, and EDMs. The campaign will run until the end of Sep. <p>Auckland Live</p> <ul style="list-style-type: none"> Auckland Live marketing supported 30 Commercial clients and seven major supported campaigns (including Kinky Boots and the NZ International Film Festival, which consists of 47 films at The Civic). <p>Auckland Conventions</p> <ul style="list-style-type: none"> Live billboard campaign across Auckland and Wellington promoting venues: VEC, Aotea Centre, Shed 10 and The Cloud. 	<p>Auckland Art Gallery</p> <ul style="list-style-type: none"> Ever Present: First Peoples Art of Australia running across OOH and digital, the campaign includes delivery of 30", 15" and 6" videos, plus radio promotions with both Mai and More FM. One News will film the blessing. Expecting coverage of our Matariki programming in the NZ Herald & Stuff and an interview with Krissy for bFM. <p>Auckland Zoo</p> <ul style="list-style-type: none"> The Zoo successfully launched new ticketing system, Ticketure, in partnership with the ICT team. Ticketure will improve the visitor experience onsite and online and will also enable the Zoo's FY24 ticketing strategy. <p>NZ Maritime Museum</p> <ul style="list-style-type: none"> The Museum initiated its Winter Campaign, including radio ads on NZME stations, a Stuff Homepage takeover, digital ads with The Spinoff, paid ads on Facebook and Instagram and advertising with Auckland for Kids. <p>Auckland Stadiums</p> <ul style="list-style-type: none"> Marketing and comms initiatives to support the sold-out status for the All-Blacks and 3 x Warriors Games.
Auckland brand and reputation	Investment and Industry	Digital Auckland
<ul style="list-style-type: none"> Internal agency highlights: CCA He Kite Matauranga videos, Elemental campaign creative, FIFA advertising and support collateral including <i>Unite in Auckland</i> campaign creative, US Destination kit, destination video reel; Autaia creative, Screen Auckland logo refresh and creative support, extensive Auckland Live and conventions design support. ACG panel agency quarterly review complete. Three of the five LGOIMA requests received in June are ongoing, but none are of high reputational risk. 	<ul style="list-style-type: none"> Climate Connect Aotearoa: Content and communications plan finalised for He Kete Mātauranga; Planning and content loading for new website features to be released in July. Tech Economy: International talent attraction campaign completed with outstanding results - seen +65 million times; + 200k website views; website visits +160k unique visitors and +126k video views. Henderson Creative Quarter: Completed story-telling interviews; Created insight highlight reel from visits to creative tech precincts in international cities. Youth: 80 people attended the Rainbow Youth Workshop at SkyCity with Pride Pledge and Shaneel Lal. Supporting communications and collateral provided. 	<ul style="list-style-type: none"> 300+ Collections created. 150 User Accounts created. 2 Deployments, 27 bug fixes and 31 enhancements released. Horizon 1.5 almost complete with 2 more items to be built. Two Industry webinars completed with 50 attendees, and a follow up EDM sent to 890 people. One local board webinar complete. Topline Interim Marketing Campaign results: Digital layer has delivered 7.4m impressions; 20k clicks to Discover Auckland so far; Theme: Eat & Drink is driving the greatest number of clicks from Fly & Drive audiences; Auckland's best eateries' content is the top performer across all markets.

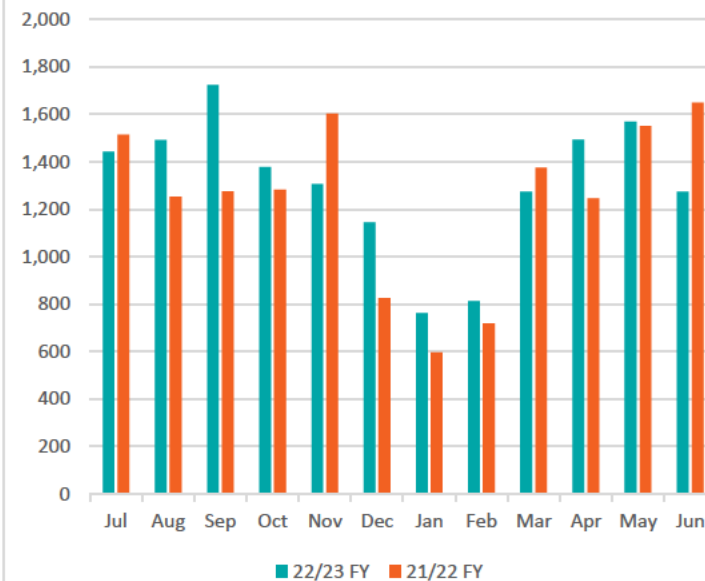
KPI RESULTS

Auckland Brand Home visits



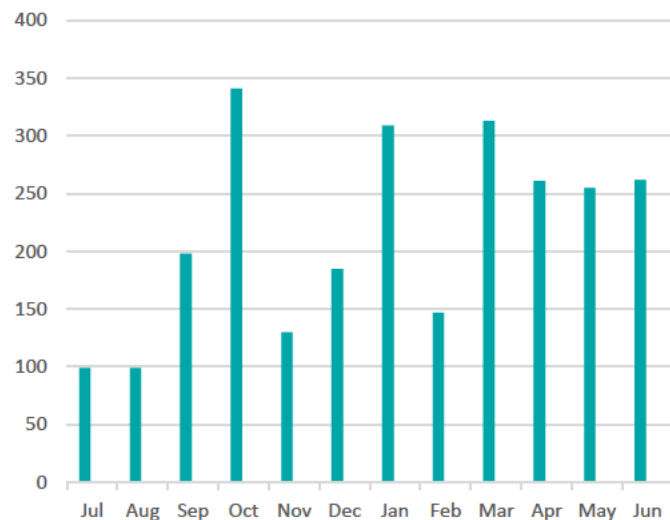
Increase in page views due to kaimahi use with launch of Discover Auckland website

Download of brand assets



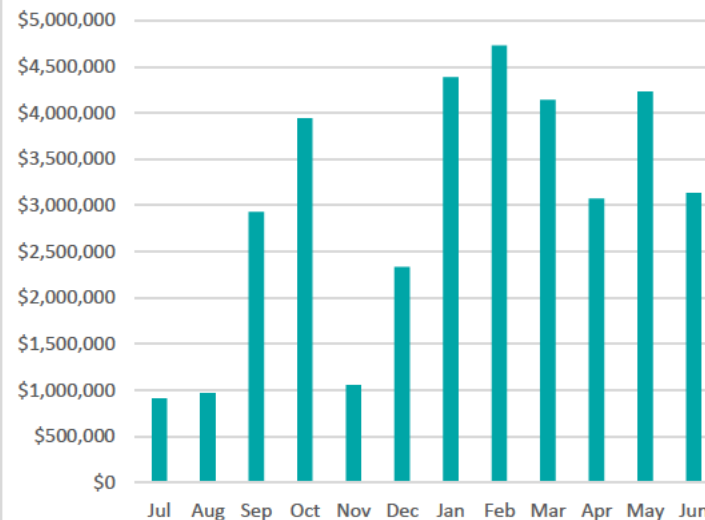
Steady use by kaimahi, increase due to large content downloads

Media coverage mentioning TAU



TAU's level of media coverage has remained stable this month with an almost **3% increase** in mentions. Primary drivers of coverage were promo stories about FIFA WWC & ticketing, Elemental AKL announcements and events and the adoption of Auckland Council's budget.

Equivalent Advertising Value of TAU media coverage



A **26% decrease** in EAV can be attributed to less international broadcast coverage (aka The Today Show last month). Comparing national earned coverage, June represents a **12% increase** in EAV made up of high value items such as the AC budget process and the FIFA Wāhine Toa profile series. This result remains consistent with the 9-month rolling average of \$3.6m.

Organisation and Social Enterprise

Culture and Values

- **Communication** of the TAU purpose and **values is on hold** pending clarity on annual planning processes.

Project Whanake

- **Organisational change** programme continues. Consultation for the proposed 200 roles is being completed, and confirmation processes are underway and will likely all be completed in the week commencing 24 Jul. Exit processes have started also.
- Work to target **other non-FTE revenue generation** and cost efficiencies is continuing and on target.

Commercial Revenue & Partnership Strategy

ICT Enhancement

- **Sponsorship** now waiting for new resources to be recruited to implement sponsorship framework and strategy.
- **Philanthropic grant funding** recruitment underway and new resources will drive implementation of the grant funding strategy. Engagement with Council legal and finance department continuing to move some company activities to Trust. Approval to be sought for changes to the Trust Deed from ELT, TAU Board and Governing Body.
- **Key food & beverage revenue:** Catering partner contract procurement almost complete – preferred supplier/s identified. Alcoholic and non-alcoholic beverage RFP open with suppliers on track to be confirmed by end of July. Go Media Stadium, Mt Smart and ALAC bar operations efficiencies being identified and will be implemented through business-as-usual continuous improvement activities.
- **Increased venue use:** Engagement with business units continuing – sales plan and yield guides obtaining business signoff for Gallery and socialised for approval with the Zoo and Stadiums. Operations models being worked through and documented. NZMM MOU being redrafted for simplicity. Sales activities slightly behind schedule with resources still to be recruited.

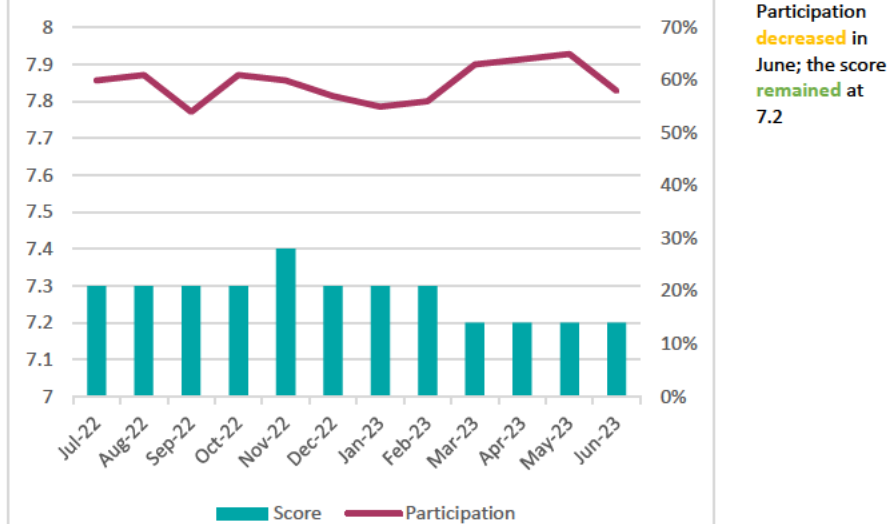
- Contracts have been novated and budget transferred to council for **core infrastructure services**.
- Key staff are balancing the delivery of the **FIFA Fan Festival** alongside work to transition to Council services.
- The **SAP migration for NZMM** has been unblocked and a Day 1 MVP defined including manual workarounds.
- A **new Food and Beverage POS** is being rolled out across all F&B venues.
- Implementation of a **CRM for Māori Outcomes** is almost complete, alongside development of Salesforce Marketing Cloud for the Zoo and Gallery. Planning and prioritisation for Phase 2 has now commenced in line with the organisation structure.

S6(a),S7(2)(f)(i)
LGOIMA 1987

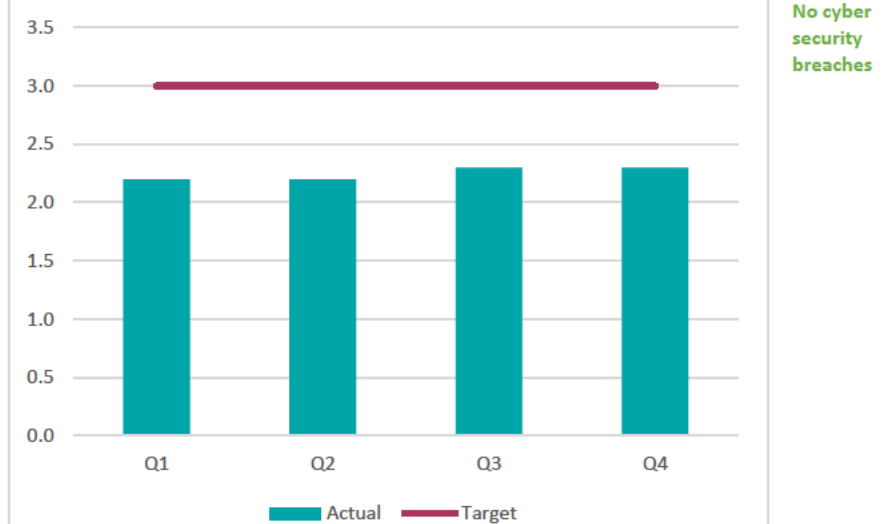
S7(2)(f)(i),(h),(i)
LGOIMA 1987

KPI RESULTS

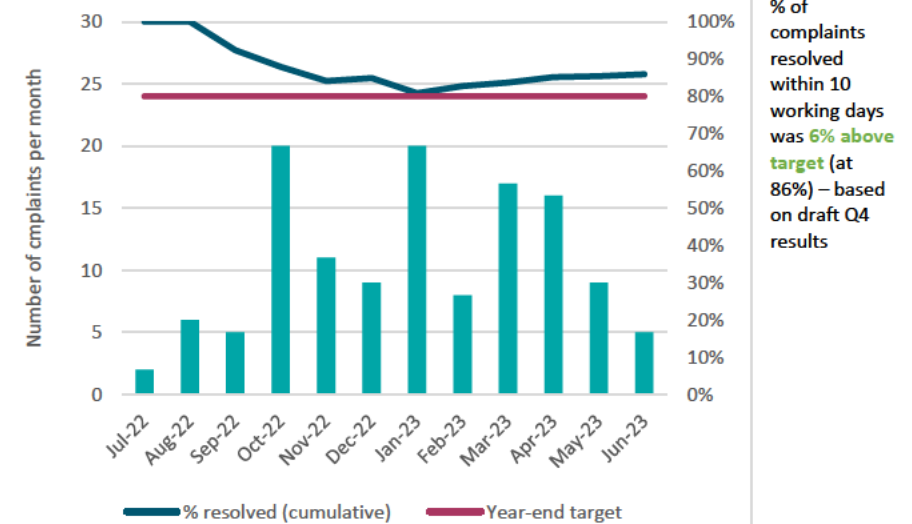
OfficeVibe engagement score and participation



Cybersecurity posture



% of customer complaints resolved within 10 working days



Financial information withheld pursuant to NZX listing rules

Māori Outcomes

Kia ora te Ahurea | Māori Identity and Culture

- **Autaia**, haka theatre performances by students from six different kura kaupapa Māori and high schools, took place at the Kiri Te Kanawa Theatre on 9 Jun. Presented by Hawaiki Tū and Auckland Live and sponsored by Māori Outcomes, the sold-out event marked huge wins for TAU, Māori Outcomes, and for the participants' career pathways. The post-event audience survey saw a NPS score of 90.2 and an overall audience satisfaction rating of 97.4%.
- **M9: He toi whakairo, he mana tangata - without Māori art, who are we?** Aotea Centre 6 Jul: Māori Outcomes sponsorship enabled 200 rangatahi and iwi and urban Māori authority delegates to attend this sold-out celebration of Toi Māori as taonga - an intrinsically important dimension of Aotearoa New Zealand's society, culture and economy.
- For the second nation-wide celebration of **Matariki** in July, Tātaki has a range of public and staff activities lined up. The NZ Maritime Museum has drop-in whānau sessions and crafts, Auckland Live's Matariki programming includes a Matariki Festival Day and a light installation across Aotea Square, the Gallery has a range of free family events; and the Zoo is offering interactive Matariki activities for tamariki at The Domes. Tātaki is also hosting educational webinars on Matariki for staff and their whānau.
- **Whaia Te Ao Māori internal research pilot programme:** The research report is with senior management and will be presented to the Board with a summary of findings for the August Board meeting.

Kia ora te Umanga | Māori Business, Tourism and Employment

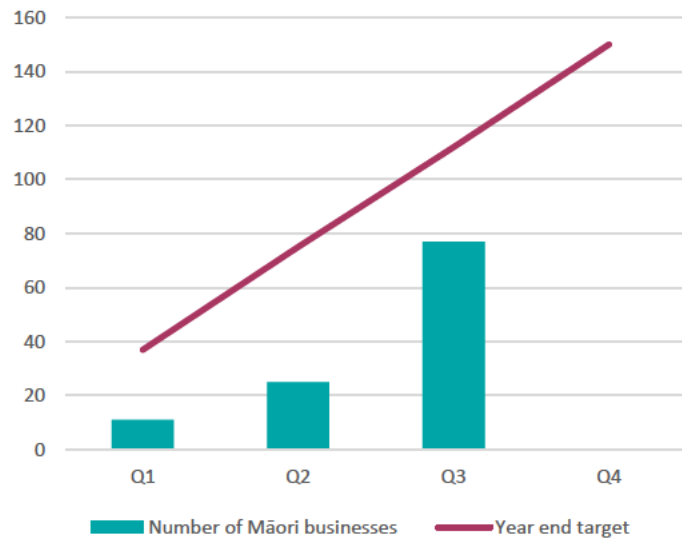
- Tātaki Auckland Unlimited successfully reversed the decision to de-prioritise funding of the **Māori Economy** (Kia ora Te Umanga) through the LTP Māori Outcomes Fund. This means we are eligible again for prioritised allocation of funds from financial year 2025 onwards. In response, Investment & Industry and Māori Outcomes are partnering to develop a LTP funding business case for supporting the Māori Economy. Initiatives to include in the business case will be proposed and assessed in the next quarter and the bid should be completed by September for TAU Board review.
- **Māori Creative Economy in Tāmaki Makaurau Symposium** (Mar 2024): Investment & Industry and Māori Outcomes are partnering to present this one-day symposium aimed at identifying key actions for inclusion in Auckland Council's Economic Development Action Plan and the Kia Ora Tāmaki Makaurau Framework.
- A work programme for leveraging economic benefits in support of TAU's social procurement and Te Mahere Aronga goals from hosting the **FIFA WWC 2023** continues. Tātaki is working with the Whāriki Network to engage with pakihi Māori (focussing on pakihi wāhine) to leverage the opportunities the FIFA WWC are bringing to Tāmaki Makaurau.
- **Social procurement:** TAU continues to lead investment across the Council group and is exceeding the 5% procurement target for Māori entities (TAU 14.7%, Eke Panuku 13.3%, Auckland Council 3.42%). AT and Watercare use different IT systems and are not part of this consolidated reporting regime).

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- The rollout of the **bilingual signage programme** continues across TAU infrastructure, with the Viaduct Events Centre project at concept design phase.
- **Case studies** highlighting TAU initiatives that have successfully delivered on **Te Mahere Aronga Plan** are under development.
- Tātaki **Kaimahi Māori Network** inaugural hui held 5 Jul. Whanaungatanga (connection), Manaaki (care) and Whakawhiti Kōrero (discussion) were key themes of the hui.
- During Matariki, we launched a **waiata and karakia** specifically composed for TAU people. The two karakia help guide us through our day. The waiata celebrates our identity and what we do for Tāmaki Makaurau. Together, these taonga highlight concepts we value as an organisation.

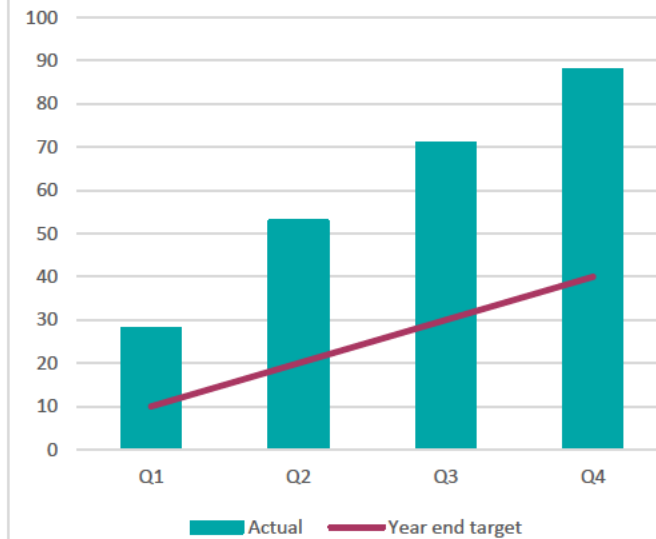
KPI RESULTS

Number of Māori businesses that have been through a TAU programme or benefited from a TAU intervention



Result reported quarterly
Q4 results are still being evaluated and will be provided in the Aug CE Report
Q3 results were **lower than anticipated** – at the time when the KPI target was set, TAU was planning a new Māori business team. However, as a result of recruitment challenges and uncertainties regarding future economic development activity, the establishment of this team was paused. This resulted in TAU working with fewer Māori businesses than anticipated.

Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau



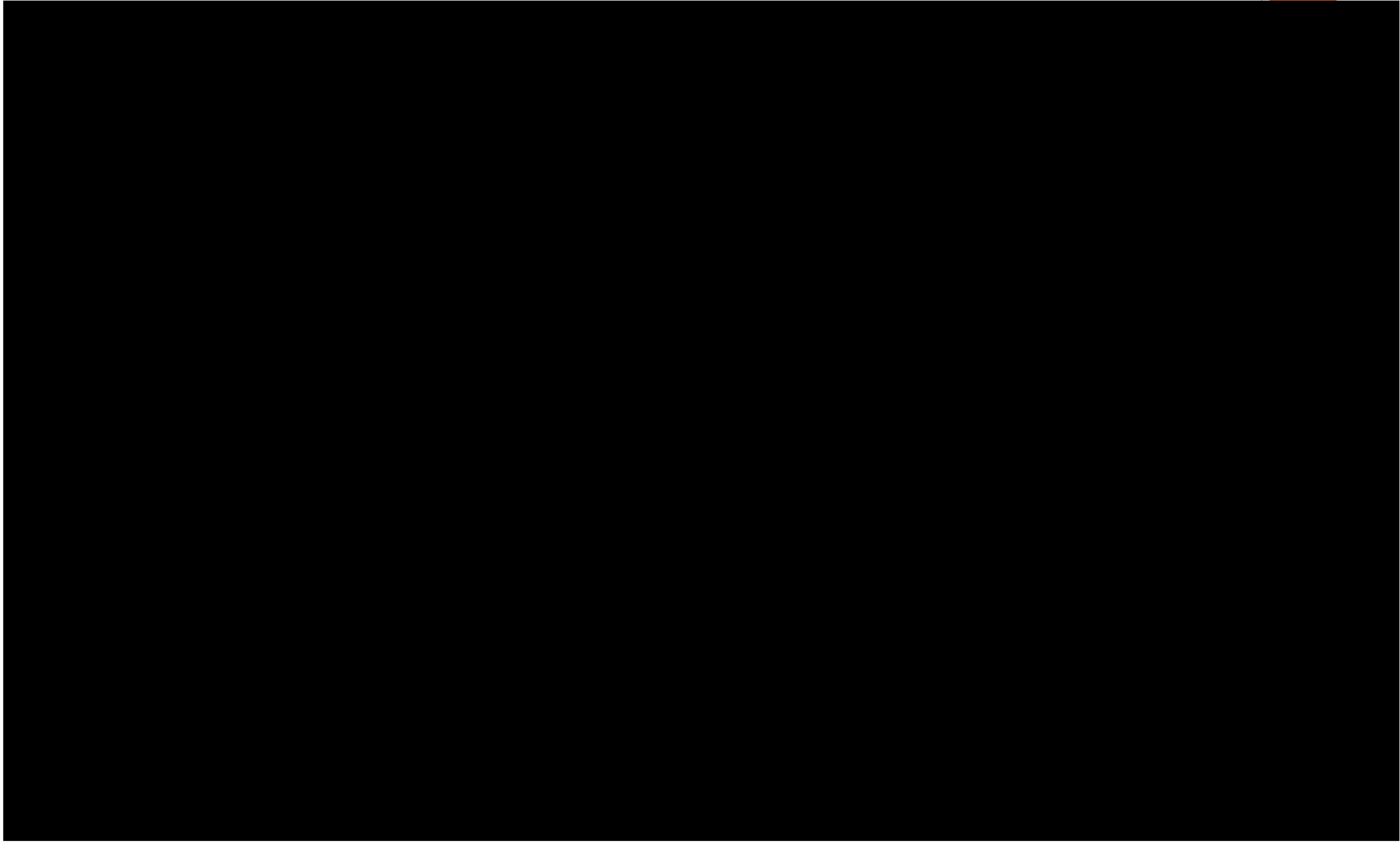
Result reported quarterly
The target of 40 programmes has **been exceeded**
Q4 results are draft results

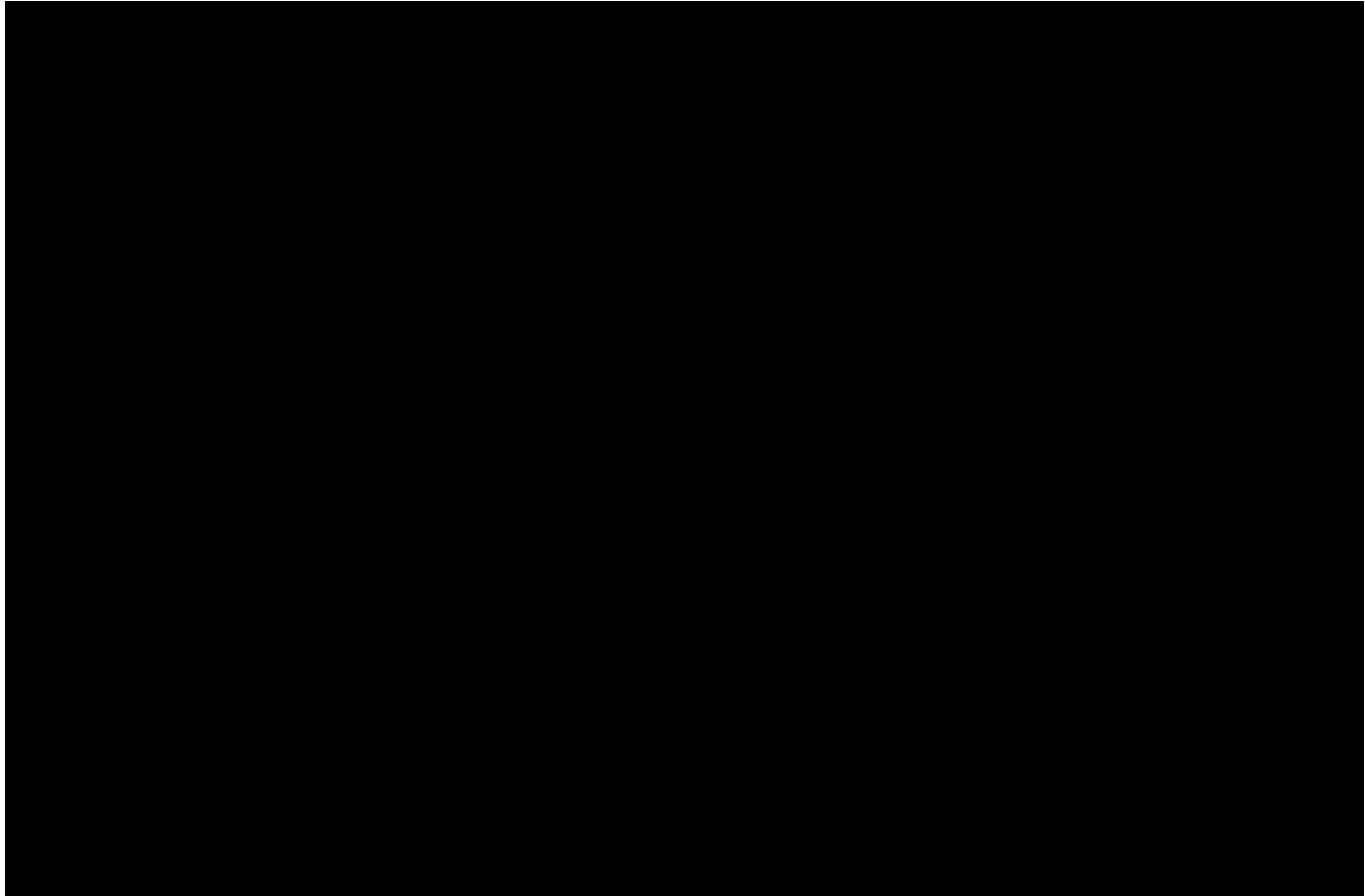
Schedule of Appendices

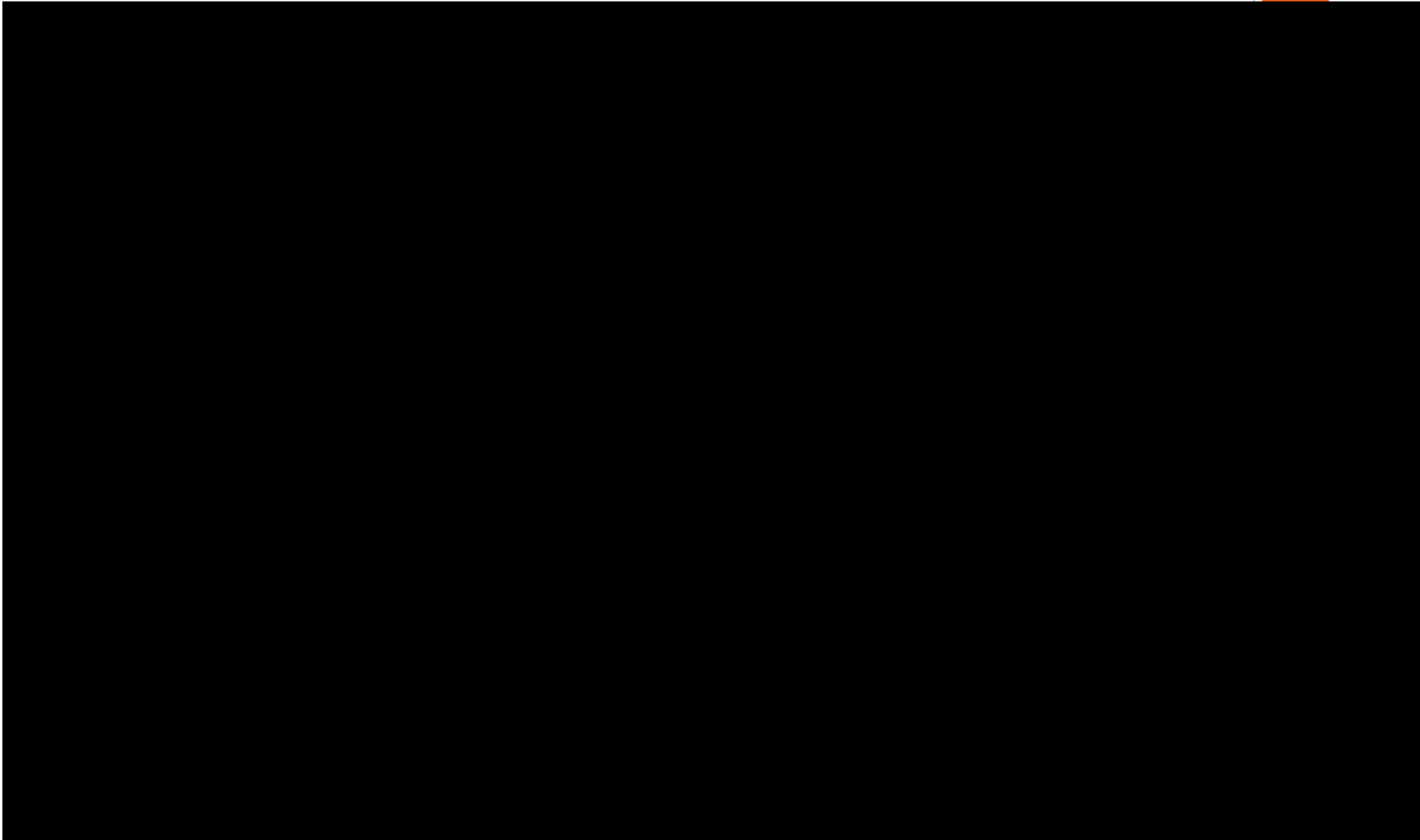
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)
- Commercialisation of Media Assets Status Report (Monthly until completion)

4. CE sub-reports in Resource Centre

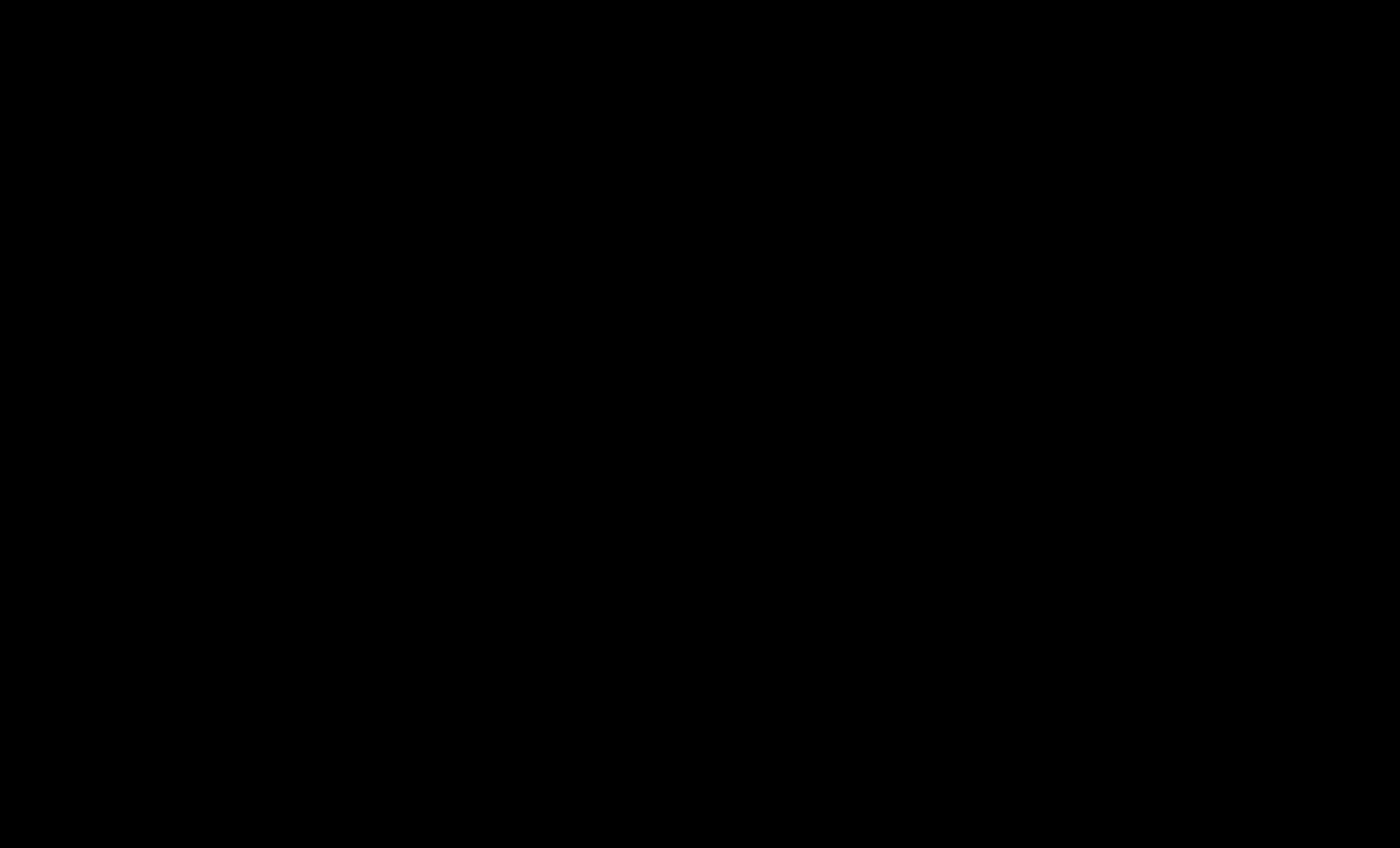
- Finance Report (Monthly)
- Risk Report (Monthly)







Monthly operating performance



Major Events Vision Tactical Plan

Report to the Board of Tātaki Auckland Unlimited

Meeting date	Wednesday, 26 July 2023
Author	Chris Simpson, Head of Major Events
Approved by	Nick Hill, CE
Purpose of paper	To Note
Company and/or Trust paper	Company

Proposed resolution That the Board:

1. **Note** the updated Major Events Vision for Tāmaki Makaurau Auckland, as at July 2023.

PURPOSE

The purpose of this paper is to update the TAU Board on the Major Events Vision.

BACKGROUND

The Major Events Vision sets out a new direction for major events in Tāmaki Makaurau. The presentation charts a path for the region to thrive again, and places a greater focus on being more resilient by creating and developing Auckland's own suite of anchor events.

FINANCIAL

N/A

RISK

N/A

LEGAL

N/A

CONSULTATION / MĀORI OUTCOMES

N/A

RECOMMENDATION

It is recommended that the Board:

1. **Note** the updated Major Events Vision for Tāmaki Makaurau Auckland, as at July 2023.

Written by:



Chris Simpson
Head of Major Events

Reviewed by:



Richard Clarke
Director – Arts, Events and
Entertainment

Approved by:



Nick Hill
CE

ATTACHMENT SCHEDULE

Attachment 1	Major Events Vision Board Presentation
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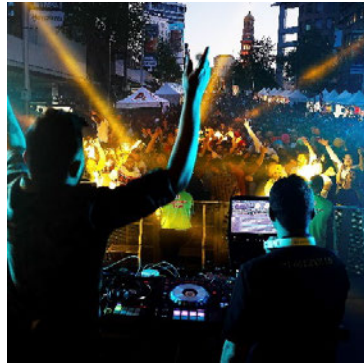
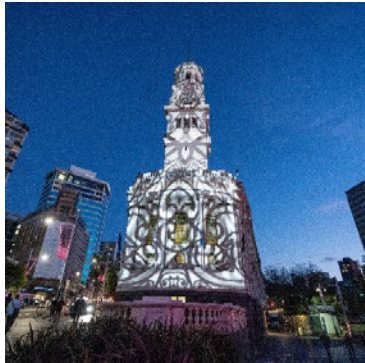
A performer in a red jumpsuit is singing into a microphone on a stage. The stage is illuminated with blue and red spotlights and laser beams. In the background, there are large screens displaying abstract patterns. The overall atmosphere is vibrant and dynamic.

Tāmaki Makaurau Major Events Vision

The optimum Major Events portfolio

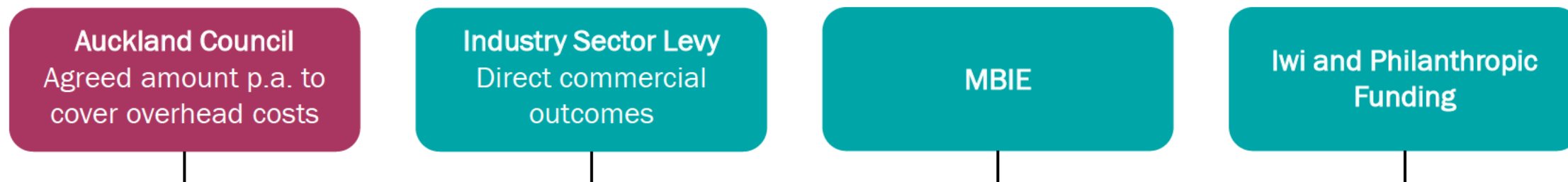
Vision: A major events portfolio that..

- Builds international annual Anchor events that Auckland owns
- Has targeted long-term growth, building year-on-year
- Generates new commercial revenue streams
- Applies a seasonality focused strategy
- A more resilient events portfolio that is less reliant on one-off events
- Supports Auckland's brand narrative, focusing on Urban Oasis and Region of Wairuatanga

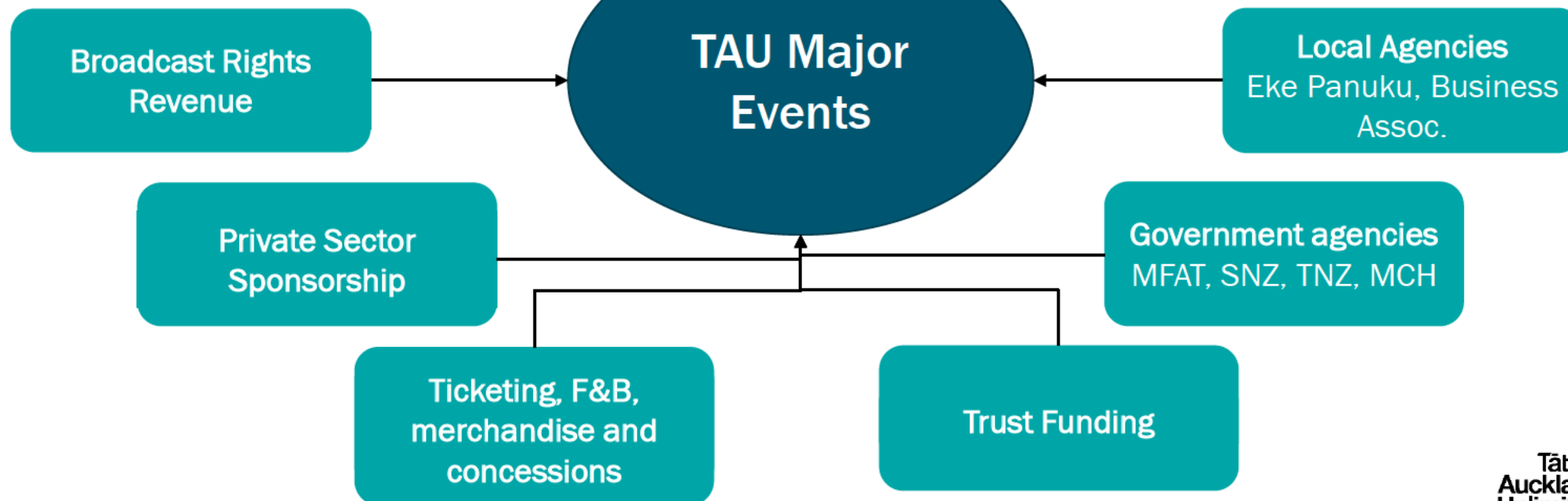


Proposed Major Events Funding Model

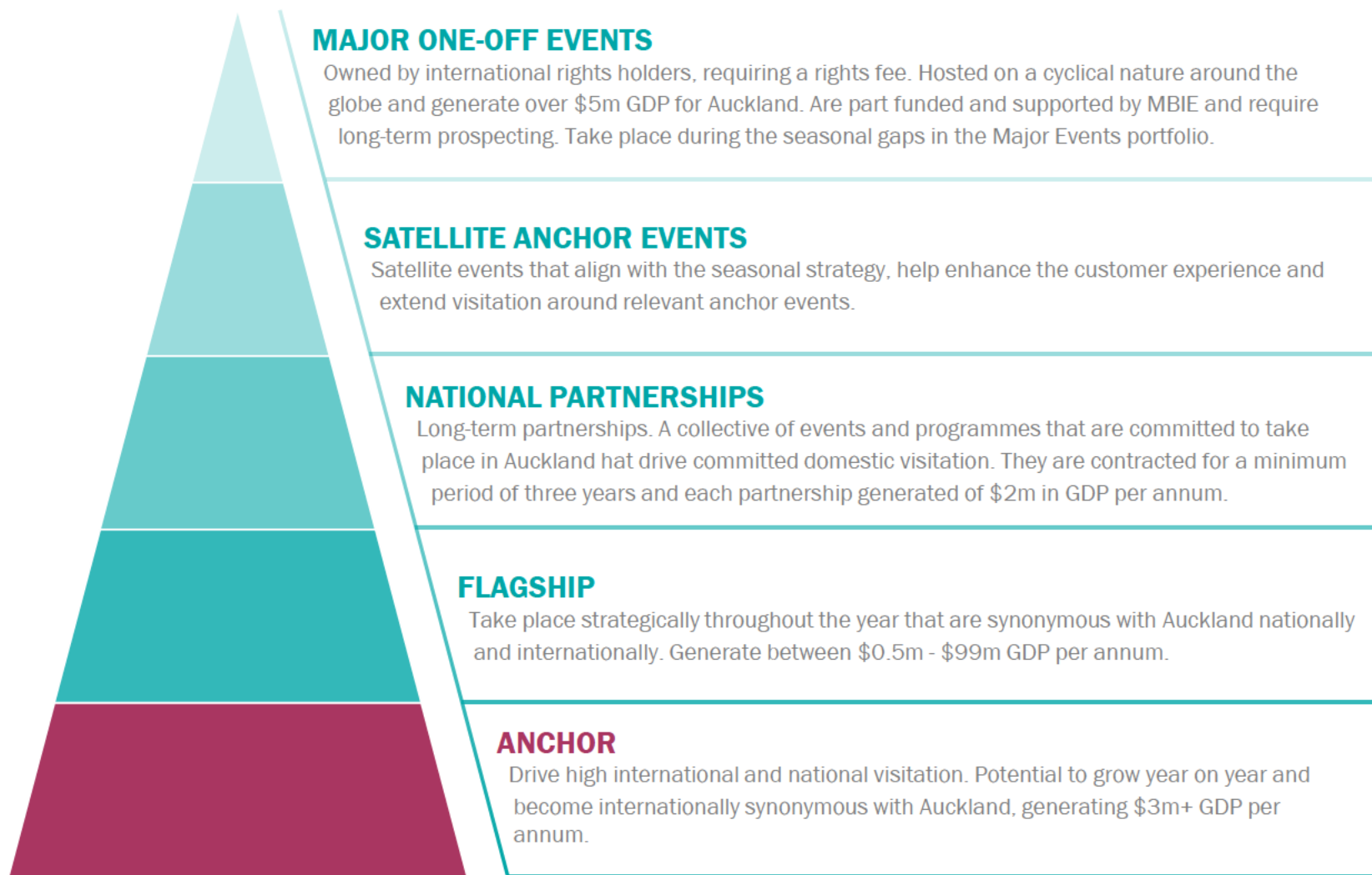
Annual Operating Funding



Other funding sources from owned Anchor Events



Key Major Event Categories



Priority Anchor Events

Owned	Invested
Moana Auckland: New Zealand's Ocean Festival	All Black Tests
Street Dance World Championships	ASB Classic
Pasifika Festival	Auckland Marathon
Rainbow Games	World Rally Championship
Elemental AKL: A Festival of Arts, Eats and Beats	Synphony in the Domain
GAMENZL (Esports)	Aotearoa Art Fair
Lantern Festival	New Zealand Fashion Week
Diwali Festival	

Example of seasonal strategy

January	February	March	April	May	June	July	August	September	October	November	December
Party in Auckland	Moana Auckland	Arts & high-end culture	Shoulder season		Cabaret & Matariki	Arts, Eats & Beats	Paint the town black	Shoulder season	Shoulder season	Esports & tech	
Hospitality & music focus	Marine focus	Creative sectors focus				Hospitality, music & creative	Hospitality focus	Motorsport		Technology & gaming focus	
											
											
											

* The optimum major events portfolio, priority anchor events at July 2023, subject to change pending investment funding secured by TAU.

Case Study: Moana Auckland

New Zealand's Ocean Festival

Internationally renowned festival with fully integrated programming running mid-February to mid-March.



Vision

An internationally renowned ocean festival celebrating NZ's bond with the ocean and our unique stories of discovery, exploration, innovation and sailing.

Proposed Event Programme (Confidential)

Nautical/on-water events, food and culture events (with ocean theming or harbour locations), education and other complimentary programming (masterclasses, school visits, learn to sail)

Week 1 (24 February – 3 March 2024)

- Millennium Cup Superyacht Regatta (First week)
- World Manu Champs (Three weekends)
- Maritime Festival (Second weekend)
- Round the Bays (Second weekend)

Week 2 (4 March 2024)

- Harbour Classic (Sailing)
- Harbour Crossing (Swimming)
- World Manu Championships
- Royal Akarana Yacht Club Youth Programme

Month-long Programming

- Sculpture on the Gulf
- Maritime Museum Programme
- Auckland Arts Festival Events

Week 3 (11 March 2024)

- Auckland Boat Show
- Sea Week

Week 4 (18 March 2024)

- Superyacht Industry Event
- SailGP

Plus restaurant activations and music programming across the month, on-water/sailing and innovation hub.

Economic Impacts

Event Impacts

\$27m

GDP generated in 2024

\$40m

GDP generated in 2025

Including



\$3m

Spend per superyacht
Target – 4 in 2024, 8 in 2025



256m

Global TV audience for SailGP
(leverage exposure for Auckland destination & industry)