

Board Meeting Agenda (open)



8.00 a.m. Wednesday 26 June 2024

Waihorotiu Room, L4 Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	25 mins
2	Confidential Minutes 29 May 2024 and 31 May 2024 ¹ , and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion and Committee Verbal Updates, Vicki Salmon <ul style="list-style-type: none">Capital Projects Committee, Alastair Carruthers, (11 June 2024)DPP Advisory Committee, Jennah Wootten (12 June 2024)	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update, Nick Hill <ul style="list-style-type: none">Major Events Portfolio Update ¹	To Discuss	T & C	8.25 a.m.	20 mins
STRATEGIC AND LONG-TERM PLAN					
5	Three Year Plan ² , Nick Hill	To Approve	T & C	8.45 a.m.	1 hour
6	Long Term Plan FY25 – FY34 ² , Nick Hill and Justine White <ul style="list-style-type: none">1. Annual Plan FY252. Capital Plan FY25	To Approve	T & C		
APPROVAL PAPERS					
7	TAU Capital Programme, Justine White: <ul style="list-style-type: none">1. Capital Plan FY25-27²2. Business Cases:<ul style="list-style-type: none">a. Aotea Centre Limelight Toilet Renewals¹b. Go Media Stadium, Mt Smart Decarbonisation¹	To Approve	T & C	9.45 a.m.	1 hour
8	Annual Insurance Renewal ² , Justine White	To Approve	T & C		
9	Climate-related Disclosures (CRD) Approval Process ³ , Justine White	To Approve	T & C		
BREAK				10.45 a.m.	15 mins

¹ S7(2)(f)(i),(h)(i) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987

³ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda (open)

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
10	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
11	Public Minutes 29 May 2024, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT					
12	Statement of Intent FY25 Public Submissions: 1. Equal Justice Project	To Discuss	T & C	11.05 a.m.	40 mins
13	Statement of Intent FY25 – Consideration of Shareholder Comments, Nick Hill	To Discuss	T & C		
CE REPORT AND PERFORMANCE REPORTS					
14	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) 3. CRM Board Update (RC)	To Note	T & C	11.45 a.m.	15 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
DISCUSSION AND NOTING PAPERS					
15	Health and Safety Report ⁴ , Lynn Johnson and Priyanka Victor 1. Avian Influenza (Bird Flu) Preparation Update	To Note	T & C	12.30 p.m.	30 mins
WORKSHOP					
16	Artificial Intelligence Workshop ⁵ , Mandy Kennedy and Stefanie Tipping	To Note	T & C	1.00 p.m.	1 hour 30 mins
	Close of Meeting			2.30 p.m.	

⁴ S7(2)(a),(d),(f)(i) LGOIMA 1987

⁵ S7(2)(b)(ii),(f)(i) LGOIMA 1987

Board Meeting Agenda (open)



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) Remuera Golf Club (President) 		<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"> Perpetual Guardian Holdings Limited (Director) 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 Ltd (Chair) NZ Film Commission (Chair) Cornwall Park Trust Board (Trustee) Ringa Hora Services – Workforce Development Council (Director) 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) 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 Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.
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 (Chair) 	<ul style="list-style-type: none"> Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	

		<ul style="list-style-type: none"> • Ringa Hora Services – Workforce Development Council (Director) 		
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> • 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 Services – 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 (Chair) • Innovation Programme for Tourism Recovery (Advisory Panel Member) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) • 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) 		

12-Month Work Programme

June 2024

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-24	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2023 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 17 Jan Risk and Finance Committee – 23 Jan (½Y Accounts) Board Meeting – 31 Jan (½Y Acts)
Feb-24	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Strategy Session – 13 Feb 	<ul style="list-style-type: none"> Māori Engagement Committee – 15 Feb Capital Projects Committee – 27 Feb Board Meeting – 1 March
Mar-24	<ul style="list-style-type: none"> 2023 – 26 Statement of Intent Amendments Draft 2024 -2027 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk and Finance Committee – 13 March Capital Projects Committee – 20 March Board Meeting – 27 March
Apr-24	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2024) 	<ul style="list-style-type: none"> Board Workshop: TAU Place Brand Strategy 	<ul style="list-style-type: none"> Capital Projects Committee – 11 April Board Meeting – 24 April
May-24		<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees FY25-27 	<ul style="list-style-type: none"> Board Workshop: Economic Development 	<ul style="list-style-type: none"> Risk and Finance Committee – 15 May Māori Engagement Committee – 16 May Board Meeting – 29 May
Jun-24	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: Artificial Intelligence 	<ul style="list-style-type: none"> Remuneration Committee – 6 June Capital Projects Committee – 11 June Board Meeting – 26 June (Public Board Meeting)

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-23		<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: Western Springs Precinct 	<ul style="list-style-type: none"> Risk and Finance Committee – 17 July Board Meeting – 31 July
Aug-23	<ul style="list-style-type: none"> Q4 Performance Report Q4 Risk Report to Council TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2024 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: Duplication of Activity with Council Group 	<ul style="list-style-type: none"> Capital Projects Committee – 14 August Māori Engagement Committee – 15 August Risk and Finance Committee – 21 August (FY24 Statements) Board Meeting – 27 August
Sep-23		<ul style="list-style-type: none"> CEO Report H&S Report 		
Oct-23	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2024 Q1 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: National Visitor Levy 	<ul style="list-style-type: none"> Capital Projects Committee – 15 Oct Remuneration Committee – 17 Oct Board Meeting – 30 Oct (Public Board Meeting)
Nov-23	<ul style="list-style-type: none"> Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: New Zealand Maritime Museum Masterplan 	<ul style="list-style-type: none"> Risk and Finance Committee – 13 Nov Māori Engagement Committee – 21 Nov
Dec-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 3 Dec

Consideration of Shareholder Comments on Draft Statement of Intent 2024-27

Report to the Board of Tātaki Auckland Unlimited

Meeting date	26 June 2024
Author	James Robinson, Head of Strategy and Planning
Approved by	Nick Hill, CE
Purpose of paper	For Noting
Company and/or Trust paper	Company and Trust
Proposed resolution	That the Board: <ul style="list-style-type: none"> 1. Note the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2024-27 and provide feedback. 2. Note that the changes proposed in this paper will be reflected in the final TAU SOI 2024-27, which will come to the board for final approval at the July meeting.

PURPOSE

The purpose of this paper is to consider a proposed approach to responding to shareholder comments on the draft Tātaki Auckland Unlimited (TAU) Statement of Intent (SOI) 2024-27.

BACKGROUND

On 31 May 2024, the TAU Chair received a letter from Mayor Wayne Brown providing shareholder comments on the draft TAU SOI 2024-27. Both the letter providing the comments (Attachment 1) and the draft TAU SOI 2024-27 submitted to Auckland Council on 1 April 2024 (Attachment 2) are appended to this report.

As part of the statutory process of developing and finalising our SOI, TAU is required to hold a public board meeting to consider shareholder comments.

Management have reviewed the shareholder comments and developed a proposed approach for responding to them (Attachment 3). Because of LTP finalisation timeframes, some feedback related to KPI targets has already been addressed by the board via an out-of-cycle board paper considered earlier in June. This paper is also attached to this report (Attachment 4).

Following consideration of the shareholder comments and agreement on the proposed approach to responding to them, the final TAU SOI 2024-27 will be drafted and circulated to the board prior to approval at the July board meeting on 31 July. The final TAU SOI 2024-27 is due to Auckland Council on or before 1 August 2024.

FINANCIAL

Comments regarding alignment to LTP financials are addressed in Attachment 3.

RISK

Not applicable

LEGAL

The consideration of shareholder comments in a public board meeting is a statutory requirement of the Local Government Act.

CLIMATE CHANGE AND SUSTAINABILITY

The Climate Change and Sustainability team have been consulted on proposed responses to the shareholder comments relating to climate change in Attachment 3.

MĀORI OUTCOMES

Comments regarding reporting against our Māori Outcomes Plan are addressed in Attachment 3.

MARKETING, COMMS, GROWTH & LEVERAGE

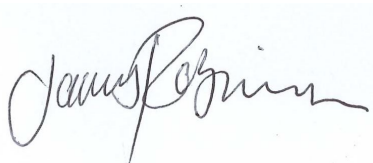
Not applicable

RECOMMENDATION

It is recommended that the Board:

1. **Note** the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2024-27 and provide feedback.
2. **Note** that the changes proposed in this paper will be reflected in the final TAU SOI 2024-27, which will come to the board for final approval at the July meeting.

Written by:



James Robinson
Head of Strategy and Planning

Reviewed by:



Justine White
Chief Operating Officer

Approved by:



Nick Hill
CE

ATTACHMENT SCHEDULE

Attachment 1	Auckland Council Shareholder Comments on Tātaki Auckland Unlimited draft Statement of Intent 2024-2027
Attachment 2	Draft Tātaki Auckland Unlimited Statement of Intent 2024-27 (as submitted to Auckland Council on 1 April 2024)
Attachment 3	Proposed approach to responding to shareholder comments
Attachment 4	Out of Cycle TAU Board Paper: SOI KPI Targets in Long Term Plan 2024-34. (RC)

31 May 2024

Vicki Salmon
Chair
Tātaki Auckland Unlimited

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

Tēnā koe Vicki

Shareholder comments on the Tātaki Auckland Unlimited draft Statement of Intent 2024-2027

Thank you for providing the draft Statement of Intent 2024-2027 (SOI) for Tātaki Auckland Unlimited (Tātaki). The Governing Body considered it at its 30 May 2024 meeting. As context for this discussion a copy of the full report can be found here at item 13:

https://infocouncil.aucklandcouncil.govt.nz/Open/2024/05/20240530_GB_AGN_11275.PDF

Below are shareholder comments common to all CCOs and following that the shareholder comments specific to Tātaki.

I would like to thank you and the board for your work on the draft SOI.

General shareholder comments to all CCOs

Financial and non-financial performance and quality advice

Final SOIs should reflect council's decisions on the Long-term Plan 2024-2034 and financial statements should be fully populated consistent with these decisions and agreed with council's Financial Planning staff.

Decision making on the Long-term plan 2024-2034 confirmed a savings target of \$27.8 million for the Auckland Council Group in 2024/2025. This work will be led by the council's Chief Executive. Contributions to this savings target may be required from Eke Panuku and Tātaki.

All performance measure targets should be fully populated in final SOIs, with relevant measures and targets reflected from the Long-term Plan 2024-2034.

We are seeking improved advice from CCOs. All advice to Elected Members on spending decisions should involve some effort to weigh costs and benefits and contestable advice. Further detail on requirements can be found in the Budget Responsibility and Transparency Rules.

Capital programme

The group's focus for our capital programme should be on finishing what we've started, fixing what is broken, and getting the best out of what we have. We are therefore asking all CCOs to improve information on capital programmes/ projects in SOIs. This should include budgets for all capital programmes and major projects. You should be transparent about what milestones you will achieve so that we can better measure progress. Further information is provided in the CCO specific comments below.

Māori outcomes

CCOs are to report on delivery progress on your Achieving Māori Outcome Plans in your quarterly performance reports. Direction will be provided by council's Ngā Mātārae team for a whole of group approach in this area.

Houkura - Independent Māori Statutory Board secretariat feedback has been provided to CCOs separately and considered by council in forming our comments.

Climate change

As agreed in our Long-term Plan 2024-2034 decision making, we ask that CCOs:

- incorporate climate change considerations (whole of life greenhouse gas emissions and resilience) into work programmes and decisions, based on realistic assessments
- target savings in operational and capital expenditure to areas where both cost and whole of life greenhouse gas emissions can be reduced, and not reduce well performing emissions reduction projects or investments
- focus on lowest cost delivery of climate positive projects
- work towards reducing the impacts of climate-related risks which also reduces long-term cost to council and community.

CCOs should meet group climate-related disclosures requirements and ensure accountability through measurement and reporting, including of scope 3 emissions. CCOs should include a statement of commitment in the final SOI:

Contribute to the preparation of a compliant group climate statement to ensure Auckland Council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013. This includes preparing and maintaining proper climate-related disclosure records as required by Auckland Council. It will also include engaging with Auckland Council's appointed auditor to prepare for assurance over group emissions disclosures from 2024/2025 onwards.

Group shared services

Final SOIs must include a commitment to progress the Group Shared Services programme at pace. This programme is being managed collaboratively by the Chief Executives of the group to deliver operational efficiencies. Council expects that CCOs will include this programme in final SOIs without any qualifications.

Specific shareholder comments for Tātaki Auckland Unlimited

All of the seven key areas specific to Tātaki from your letter of expectation have been reflected in the draft 2024-2027 SOI. However, in the final SOI Tātaki should carry through into the one-year work programme the relevant actions and milestones for work on the following:

- progressing closer integration with Auckland War Memorial Museum and MOTAT
- progressing to make the operations of Auckland stadiums as efficient as possible noting Council's recent decisions on North Harbour Stadium and Eden Park..

The draft SOI refers to key council strategies and the commitment of Tātaki to work with council on these. There should be greater clarity and elaboration in the final SOI on the specific actions Tātaki is undertaking in respect of the following strategies/plans:

- Future Development Strategy – key economic places Tātaki is involved in
- Infrastructure Strategy – including ongoing improvements to asset management
- City Centre Action Plan – in particular the night-time economy

There is no reference in your draft SOI to work by Tātaki on innovation hubs (GRIDAKL and GRIDMNK) within the one-year work programme. The activities Tātaki is undertaking in this area should be included.

The draft SOI notes that Tātaki will continue to implement their Climate Change and Environment Strategic Plan. However, there is an opportunity to strengthen the final SOI by summarising and including relevant actions from this Plan relating to delivery of current programmes, exhibitions and events in a low carbon and zero waste framework.

Included in your draft SOI is a deliverable of a 'portfolio wide assessment to enhance utilisation of venues and drive commercial outcomes from assets, including selected divestiture as appropriate.' Tātaki should clarify that this work refers to the Auckland Live network and the deliverable focuses on conducting the assessment, with a range of outcomes possible which are not yet known. Tātaki should commit in the final SOI to keeping council updated on the progress with this work during 2024/2025.

The draft SOI contains some performance measures where targets are incomplete or missing. In the final SOI Tātaki 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 has a performance measure relating to the 'percentage of milestones completed as per Tātaki board agreed capital programme'. For greater transparency of this board agreed programme, the final SOI should include a table which sets out the key capital projects for the 2024/2025 year and associated milestones and budget.

In line with the new group budget responsibility and transparency rules, I expect TAU to apply a framework of cost-benefit analysis to all decisions involving economic development and the sponsorship of events. This means that, rather than just measuring contribution to regional GDP, TAU should assess a full range of costs and benefits.

Given the three-year focus outlined at the recent Tātaki 'deep-dive' session with the CCO Direction and Oversight Committee meeting, it is suggested targets could be made more ambitious for the following measures in the outyears of the final SOI:

- Net promoter score for Tātaki audiences and participants (LTP measure)
- Attributable value of private sector investment secured during the year
- Percentage of Auckland residents surveyed who consider Tātaki programmes, events and exhibitions enrich their lives
- Number of programmes, initiatives and events contribute to the visibility and presence of Māori in Tāmaki Makaurau (LTP measure).

Council staff will work closely with your staff to ensure these shareholder comments are clear, and to relay any feedback from the 30 May Governing Body 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 2024.

Ngā mihi



Wayne Brown
MAYOR OF AUCKLAND

Copy to: Deputy Mayor, Desley Simpson and Lead Councillor Tātaki Auckland Unlimited
Councillor Shane Henderson, Chair CCO Direction and Oversight Committee
Councillor Kerrin Leoni, Deputy Chair CCO Direction and Oversight Committee
Phil Wilson, Chief Executive, Auckland Council
Nick Hill, Chief Executive, Tātaki Auckland Unlimited
Justine White, Chief Operating Officer, Tātaki Auckland Unlimited

DRAFT

Statement of Intent

2024 – 2027

April 2024

He Mihi

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

The bird's cry shall flow endlessly. Hear the melancholy song resonate, sourced from the inner domain of Tāne. 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 purpose is to enrich the cultural and economic life of Tāmaki Makaurau Auckland.

Tātaki Auckland Unlimited (TAU) promotes arts, culture, events, and sport to bring people together, create vibrancy, build social cohesion, strengthen identity, and generate economic benefits. Promoting and reinforcing Auckland's identity as a global city with an enviable lifestyle and a thriving economy benefits Aucklanders directly, and also attracts visitors, investment, and talent – which is vital to the ongoing prosperity of our region and our country.

With the pandemic largely behind us, and anticipated stability over the medium-term, TAU is now able to be more sharply focused on delivering enhanced value to and outcomes for our customers – including our shareholder, Auckland Council – and on making crucial contributions to Tāmaki Makaurau's cultural fabric and regional economy.

As always, our delivery will be based on operational efficiency, and a determination to add value through an innovative and collaborative approach. We will also continue to identify cost savings where possible, and drive hard on initiatives that reduce our requirements of ratepayer funding.

We will concentrate on what we are best placed to do: partner with the arts and cultural sectors, and with businesses in the entertainment, creative, tech and visitor sectors, to deliver events, initiatives and experiences that make Auckland an exciting and stimulating place to live, visit, invest and study all year round; and ensure Auckland has facilities and infrastructure to support world-class events, experiences and employment opportunities.

TAU recognises Te Tiriti o Waitangi and the vital role we play in partnership with hapū, iwi and Māori groups – and alongside the wider council group and other agencies and partners – in advancing positive Māori outcomes in our region, guided by Te Mahere Aronga (our Māori Outcomes Plan). Our work programmes will also continue to incorporate council's response to climate change, and be guided by Te Tāruke-a-Tāwhiri: Auckland's Climate Plan.

This Statement of Intent (SOI) and our future work programme will align with the strategic priorities in council's Long Term Plan 2024-2034 and reflects the TAU Board's directives to management, which include a focus on the following major deliverables within our overall work programme:

- Completing the Auckland Art Gallery Toi o Tāmaki restoration project and the Western Springs Stadium remediation work.
- Building on the digital Discover Auckland platform to leverage the region as a global destination.
- Refreshing the region's destination management plan, *Destination AKL* in partnership with the broader sector.
- Working with council and private sector partners to develop a clear and cohesive Aotea Arts Quarter project plan, and related city centre activation.

Over the next year, we will respond to priorities outlined in the Mayor's December 2023 Letter of Expectation and specific TAU expectations including:

- Implementing the Governing Body's chosen Long Term Plan option for North Harbour Stadium.
- Further progressing the Single Operator Stadiums Auckland work in alignment with the council led work on National Stadium options.
- Continuing to work collaboratively with council on the integration of regional cultural organisations including the Museum of Transport and Technology and the Auckland War Memorial Museum.

We will continue to support and promote programming of performing arts, visual arts, and deliver Auckland's three main cultural festivals – Pasifika, Lantern and Diwali; we will continue to support and invest in emerging, creatively original events. We aim to continue growing visitation at Auckland Art Gallery Toi o Tāmaki, Auckland Zoo and the New Zealand Maritime Museum, and expanding the reach and diversity of our patronage.

Our economic development work will be tightly focussed on nurturing innovation that delivers benefits to Aucklanders, such as supporting the region's thriving creative industries, Auckland's competitiveness as an international screen production centre and our emerging technology sector.

We love Tāmaki Makaurau Auckland and this Statement of Intent for the period 2024-27 sets out how we will work in partnership to make Tāmaki Makaurau Auckland a vibrant and energetic place where all can thrive.

Vicki Salmon
Chair

Nick Hill
Chief Executive

Part I:

Strategic Overview

Roles and responsibilities

Tātaki Auckland Unlimited's purpose is to *enrich the cultural and economic life of Tāmaki Makaurau Auckland*.

We do this through pursuing the following strategic outcomes:

Experiences and Events	Our experiences and events drive and enhance Tāmaki Makaurau Auckland's unique identity, vibrancy and prosperity.
Taonga and Venues,	Our taonga and venues are cared for and enriched for the benefit of current and future generations.
Auckland's Reputation	We connect, support, and partner to build and champion Tāmaki Makaurau Auckland's reputation locally, domestically and internationally.
Auckland's Prosperity	We leverage our region's unique advantages and resources to create prosperity for current and future generations.

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

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

Charitable Purposes of the Trust:

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

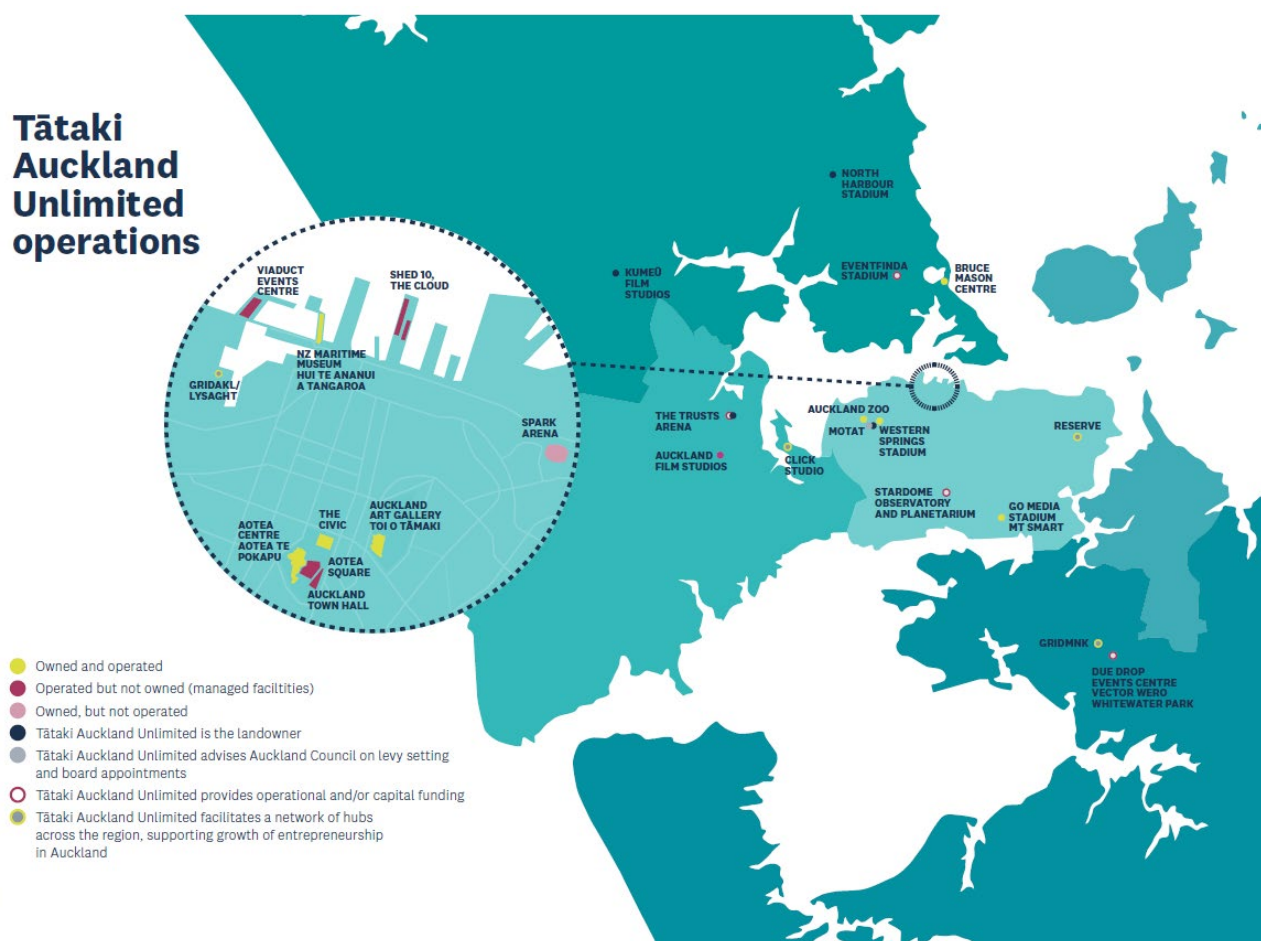
The Trust has been established, and is to be maintained, to promote the effective and efficient provision, development and operation of regional facilities throughout Auckland for the benefit of Auckland and its communities (including residents of and visitors to Auckland) and in particular the:

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

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

The facilities and related matters owned and/or managed by Tātaki Auckland Unlimited (TAU) are outlined and set out in the map 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.

Tātaki Auckland Unlimited operations



Owned and operated:

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

Operated, but not owned (managed facilities):

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

Owned, and leased to a third party:

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.

- 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 purpose of TAU's activities is 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 a broad range of our facilities, events and venues. In addition, our core services are further supported by conservation, research, industry and talent development, community outreach, public engagement and educational activities across our organisation.

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 2024-26</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. Delivering He Kete Mātauranga, a unique part of <i>Climate Connect Aotearoa</i>, that highlights and showcases Mātauranga Māori in relation to climate and innovation.
 <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 increasingly 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. Addressing climate change and environmental impacts throughout Tātaki Auckland Unlimited's internal operations, in line with the goals of <i>Te Tāruke-ā-Tāwhiri</i>, <i>Auckland's Climate Plan</i> and

	Tātaki Auckland Unlimited's <i>Climate Change and Environment Strategic Plan</i> . The environment focus areas include climate resilience, net zero emissions, responsible water use, and zero waste.
 <p>Opportunity & prosperity</p>	<ul style="list-style-type: none"> • Enhancing Auckland's innovation ecosystem and delivering new responses to the region's urban, environmental and economic challenges. • Continuing to drive Climate Connect Aotearoa, a climate innovation hub, that supports a just transition across Auckland's key economic sectors and delivers collaborative innovative climate action. • Building a pipeline of opportunities and attracting investment that creates higher value employment across Auckland, including green jobs and skills initiatives through Climate Connect Aotearoa. • Offering learning and training programmes for young people and current professionals across our facilities and venues.

Alignment with other Auckland Council strategies and plans

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

Development Strategy

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

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

Our Māori Outcomes Plan, Te Mahere Aronga 2024-26, sets out our contributions to long term priorities within Kia Ora Tāmaki Makaurau. In particular, our work aligns strongly to the Kia ora te Umanga, Māori Business, Tourism and Employment priority and the Kia ora te Ahurea (Māori Identity and Culture) priority. We are privileged to work with partners inside and outside our organisation to embed the tenets of te ao Māori in our planning, to celebrate and promote our region's unique Māori identity, nurture creative Māori talent and support Māori enterprise. Our individual and collective effort upholds the proverb of the region – Te pai me te whai rawa o Tāmaki – Tāmaki a place of abundance and wealth.

Te Tārūke-ā-Tāwhiri, Auckland's Climate Plan

Tātaki Auckland Unlimited plays a key role in driving the implementation of actions in the economy priority of Te Tārūke-ā-Tāwhiri, Auckland's Climate Plan, alongside Auckland Council. Concurrently, through our Climate Change and Environment Strategic Plan, Tātaki Auckland Unlimited has outlined actions to 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. Climate Connect Aotearoa collaborates to accelerate actions across the Auckland Climate Plan, with a particular focus on the economy and Te Puāwaitanga o te Tātai priorities.

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 including Eke Panuku Development Auckland and the wider Auckland Council group 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 and the delivery of the City Centre Masterplan. This includes advancing work on the Aotea Arts Quarter, supporting Eke Panuku on the future of the Ports of Auckland land and delivering on the actions assigned to the organisation within the City Centre Action Plan, such as the development of the nighttime economy.

Infrastructure Strategy

Tātaki Auckland Unlimited's key cultural infrastructure assets are now incorporated into the Auckland Council Infrastructure Strategy which is part of the 2024-2034 Long Term Plan.

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.

DRAFT

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 purpose

Enriching the cultural and economic life of Tāmaki Makaurau Auckland

The strategic outcomes we are seeking

Experiences and Events	Taonga and Venues	Auckland's Reputation	Auckland's Prosperity
Our experiences and events drive and enhance Tāmaki Makaurau Auckland's unique identity, vibrancy and prosperity	Our taonga and venues are cared for and enriched for the benefit of current and future generations	We connect, support, and partner to build and champion Tāmaki Makaurau Auckland's reputation locally, domestically and internationally.	We leverage our region's unique advantages and resources 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 telling a consistent and compelling story about what makes us unique we attract the investment, workers, students and visitors that will help our region grow in a way that enhances what we love about Tāmaki Makaurau Auckland.	By increasing investment and driving innovation in industries and places, 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 Auckland Live-operated venues and facilities, Auckland Zoo, Auckland Stadiums, Auckland Art Gallery and New Zealand Maritime Museum Proposed single operator for Auckland stadiums MOTAT and AWMM integration options Aotea and Western Springs precinct developments Film studios GridAKL Wildlife/environmental/heritage and visual arts conservation 	<ul style="list-style-type: none"> Auckland place brand Destination marketing and promotion Event marketing and promotion Cultural organisation marketing and promotion Discover Auckland Auckland Pass 	<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
Commitments			
Climate change and sustainability	Social enterprise	Māori outcomes	Customer focussed

Alignment with the Auckland Council Long Term Plan 2024-34

Tātaki Auckland Unlimited will report against the *Auckland Council Long Term Plan 2024-34* measures detailed below. These are a subset of our full suite of Key Performance Indicators which are contained in the Performance Outlook in Part 2 of this Statement of Intent.

Long Term Plan 2024-34 Measures	Targets		
	2024/25	2025/26	2026/27
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Stadiums venues and events ² .	2.12m	2.16m	2.21m
The net promoter score for Tātaki Auckland Unlimited's audiences and participants ^{3,2} .	40	40	40
The percentage of operating expenses funded through non-rates revenues ² .	59%	60%	60%
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland ² .	40	40	45
The contribution to regional GDP from major events and business events attracted or supported.	\$50m	\$50m	\$55m

² Tātaki Auckland Unlimited Trust measures

³ 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. The targets for 2023/24 and 2024/25 have been reduced from those set last year to reflect changes in service provision as a result of funding cuts that will result in a reduction of the number and duration of exhibitions, pricing adjustments, changes to hours and reduction in programming content at a number of Tātaki's cultural organisations.

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:

- Risk and Finance 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 Advisory Group (which include TAU Board representation) was established over 2023/24 to support and advise the board on expenditure of the Destination Partnership 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 2024/25, Tātaki Auckland Unlimited will continue to 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 introduced in 2023/24, Tātaki Auckland Unlimited has reduced our scope of activity as previously specified in Local Board Engagement Plans. We continue some level of engagement with all elected members (including Local Board members on a case-by-case basis) and relevant communities of Auckland to maintain relationships.

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

Working in partnership with Mana Whenua and Mataawaka⁴ 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 Houkura delivered Te Tiriti o Waitangi audit programmes. We have established a baseline from which to move forward, and based on guidance received will continue to 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 processes⁵ – 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 2024-26*, 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.

⁴ See Local Government (Auckland Council) Act 2009

⁵ See Local Government Act 2002 s4, Parts 2 and 6

Capital programme and asset management

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

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

Climate-related disclosures

Tātaki Auckland Unlimited contributes annual climate-related disclosure information to Auckland Council 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 Risk and Finance 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 Risk and Finance Committee assists the Board in reviewing, monitoring and making recommendations, regarding Tātaki Auckland Unlimited’s Safety Management Framework. Health and safety matters including policies are 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 2024	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com
Consider shareholder comments on draft SOI for Tātaki Auckland Unlimited Limited for 2025-2026	June 2025	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com

Part 2:

Statement of Performance Expectation (2024/25)

Introduction

This Statement of Performance Expectation section sets out Tātaki Auckland Unlimited's key deliverables over the 2024/25 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.

Aligning to common expectations

In delivering the following work programme, TAU will align to the common expectations as set out in the *Letter of Expectation for Statement of Intent 2024-27*. In summary, these were as follow:

Alignment to final 2024-2034 Long-term Plan (LTP)

- This SOI (including financial information and performance measures) aligns with the final LTP 2024-34 and the strategic priorities contained within it.

Financial strategy and budget levers

- TAU will provide robust advice to elected members, including:
 - the use of cost/benefit analysis for spending decisions as applicable and working with council to determine a consistent methodology/ approach for estimating benefits, which must outweigh costs.
 - providing contestable advice and thorough assessment of options against LTP strategic priorities.
- TAU will target finishing projects that are underway, and undertaking repairs and maintenance on existing assets, before embarking on big new capital projects.
- Any new capital projects to support growth will be in accordance with the direction of the Future Development Strategy as applicable.
- TAU will work with council on operational savings targets as required.

Better, faster, cheaper: cost savings and value for money

- TAU will:
 - avoid setting up separate technology functions and share generic technology functions where applicable.
 - consider group shared services and consolidation of service functions as business cases are proven.
 - work with council to optimise the performance of our property portfolio and implement the findings of the Group Property model review.
 - support and actively engage in any S17A, value for money and other reviews council may commission.

Compliance with Statement of Expectations of substantive CCOs

- TAU will adhere to the Statement of Expectations of substantive CCOs including providing board leadership to elected members on major activities and programmes.

Engagement with government

- TAU will work with government, where interests are aligned and are consistent with those of Auckland Council and will inform council of any conversation with the government on any new proposal.

Climate change mitigation and resilience

- TAU will:
 - continue to be guided by Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.
 - continue reducing climate emissions and improving climate resilience, with a focus on cost-effective delivery of climate projects.
 - demonstrate leadership and accountability through measurement and reporting on climate performance.
 - work towards reducing exposure and vulnerability to climate-related risks.
 - highlight risks to the achievement of carbon emission targets through regular quarterly reporting to the relevant committee, and as appropriate, to the council's Audit and Risk Committee.

Local Boards

- TAU will provide timely, delivery focused, quality, concise advice to local boards as required.

Māori Outcomes

- TAU will:
 - continue to be guided by Kia Ora Tāmaki Makaurau and deliver, monitor and report on Te Mahere Aronga 2024-26, our Achieving Māori Outcomes plan.
 - actively work as a partner with Māori, along with central government and external partners.
 - actively seek to maximise opportunities for Māori businesses to participate in procurement processes.

How we will deliver : one-year work programme

Experiences and Events

Our experiences and events drive and enhance Tāmaki Makaurau Auckland's unique identity, vibrancy and prosperity.

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

- 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 Toi o Tamaki 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.

Specific deliverables for 2024/25

- Deliver Olafur Eliasson exhibition at Auckland Art Gallery Toi o Tamaki and *Sentinel* exhibition at New Zealand Maritime Museum.
- Deliver Moana Auckland Festival 2025.
- Deliver Lantern, Pasifika and Diwali festivals under a refined cultural festivals strategy including a consolidated approach to landfill waste diversion.
- Support a portfolio of major events within the region which over 2024/25 will include:
 - World Choir Games (July 2024)
 - NZ Fashion Week (August 2024)
 - Elvis the Musical (September/October 2024)
 - Auckland Marathon (November 2024)
 - Coldplay and Pearl Jam (November 2024)
 - ASB Classic (January 2025)
 - World Dance Crew Championships (April 2025)

Taonga and Facilities

Our taonga and venues are cared for and enriched for the benefit of current and future generations.

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

- Continue maintenance and base renewal of our portfolio of assets across Auckland Zoo, Auckland Art Gallery Toi o Tamaki, New Zealand Maritime Museum and stadiums with a focus on energy efficiency, decarbonisation and climate resilience initiatives.
- Support ongoing wildlife, visual arts and heritage conservation and asset development activities at Auckland Zoo, Auckland Art Gallery Toi o Tamaki, and New Zealand Maritime Museum.

Specific deliverables for 2024/25

- Portfolio wide assessment to enhance utilisation of venues 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.
- Complete Western Springs remediation project.
- 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 Arts 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.
- Implement decisions on options for North Harbour Stadium.
- Work in partnership with council on how the council's art collection can be better utilized.
- Develop a climate adaptation plan for Tātaki Auckland Unlimited's stadiums and start implementing completed plans for Auckland Zoo, Aotea Precinct and New Zealand Maritime Museum.

Auckland's Reputation

We connect, support, and partner to build and champion Tāmaki Makaurau Auckland's reputation locally, domestically and internationally.

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

- Lead the development of Auckland stories in alignment with *Tāmaki Makaurau He Aratohu Auckland Playbook* and provide open source Auckland brand assets (photography, videography) via aucklandnz.com allowing partners, residents, and businesses to tell a compelling and aligned Auckland story.
- Develop domestic and offshore tourism campaigns in partnership with, Mana Whenua, Tourism New Zealand, corporate partners and neighbouring regions to drive travel to Auckland.
- Lead the coordination of regional and sub-regional destination marketing across the Auckland Council group to ensure consistency of message to our target audiences, and aligned marketing spend.
- Deliver ongoing marketing and promotion of TAU hosted and/or delivered experiences, events, exhibitions and performances.

Specific deliverables for 2024/25

- Further develop our new digital content, engagement and transactional platform, Discover Auckland, which supports great online experiences for Aucklanders and visitors across the region.
- Further develop the city-wide calendar, a single region-wide exhibitions, events and attraction calendar
- In collaboration with the council whanau and Auckland's cultural institutions, investigate the development of an 'Auckland Pass'.

Auckland's Prosperity

We leverage our region's unique advantages and resources 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).
- 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, on regional future projects which benefit Mana Whenua and Mataawaka including business attraction and investment opportunities for Māori.
- Continue to drive Climate Connect Aotearoa – Auckland's climate innovation hub with a focus on decarbonising and building resiliency for Auckland.

Specific deliverables for 2024/25

- Further develop the Destination Partnership Programme – a funding model with industry – to underpin the visitor economy and drive attraction of visitors.
- Refresh *Destination AKL 2025*, Auckland's destination management plan.
- 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.
- Continue to deliver Year 3 of *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).
- Deliver the government-funded and contracted *Alo Vaka Pacific Skills Shift Initiative*, delivering micro-credential training to Pacific people in the workplace, until December 2024.

- In collaboration with Te Kawerau ā Maki, deliver stage 1 of Te Puna, a world-class hub for screen, video gaming, creative tech, music, arts and performing arts.
- Progress options on a bed night visitor levy to fund major events and destination marketing.
- Support and actively engage with Council's review of economic development activity and events delivery across the council.

Commitments

Climate change and sustainability

- Implement the *Climate Change and Environment Strategic Plan* with the focus areas: climate resilience, net zero emissions, zero waste, responsible water use and an empowered organisation.
- 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 2024-26* 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.

Customer focussed

- Continue to implement the TAU Customer Strategy.
- Continue organisational roll out the TAU Customer Relationship Management (CRM) system.
- Implement ongoing enhancements to customer facing systems that enhance the customer experience.
- Undertake ongoing development of the TAU Customer Experience Insight Programme.
- Enhanced use of customer data to drive decision making.

Social Enterprise

- Seek a balance of commercial and community outcomes.
- Grow non-rates revenue, and deliver operational efficiency to enhance investment in social good outcomes.
- Maximise current revenue opportunities.
- Develop new products and services using data and digital capability.
- Work in partnership with the private sector to build corporate sponsorship and philanthropic support, develop industry funding mechanisms and explore public private partnerships.
- Continue to partner with central government on programmes to support cultural and economic outcomes for Tāmaki Makaurau Auckland.

Specific TAU Expectations as set out in Letter of Expectation
North Harbour Stadium
The future of North Harbour Stadium is currently the subject of public consultation through the Long Term Plan process. Over 2024/25, TAU will work with council to implement the final decisions made regarding North Harbour Stadium.
Visitor Levy
TAU is currently working with Regional Tourism Organisations (RTOs) in Queenstown, Christchurch and Rotorua and the Tourism Industry Association (TIA) on a national proposal for a visitor levy to help fund visitor related infrastructure and marketing across New Zealand. TAU will continue to lead this work over 2024/25.
Funding for economic development, major events and destination activity
<p>TAU is working on a number of avenues to contribute to funding of economic development, major events and destination activity. These include:</p> <ul style="list-style-type: none"> • The pursuit of a national visitor levy (as above). • The ongoing development of the Destination Partnership Programme. • The development of more commercial opportunities around TAU developed and delivered events. • Commercial opportunities associated with economic development activity e.g. precinct development.
Remove duplication in economic development and events activity
The potential duplication of economic development and events activity is currently scheduled to be the subject of a S17A Review process led by Auckland Council. TAU will work constructively with Auckland Council on the scoping and implementation of this review as is appropriate.
Integrating Auckland's Cultural Institutions
Tātaki Auckland Unlimited will continue to work with the Auckland Council Arts, Social, Sports & Community Institutions Political Working Group to develop recommendations for the closer integration of Auckland War Memorial Museum, and the Museum of Transport and Technology with TAU.
Single Operator Stadiums Auckland (SOSA)
In late 2023, TAU delivered a SOSA plan update to council as per our 2023/24 Letter of Expectation. However, negotiations with Eden Park Trust (EPT) are now impacted by the council political working group on stadiums issuing an EOI on the “main stadium” for Auckland. Progress on SOSA will now depend increasingly on how this process develops. However, TAU are committed to continuing this work in partnership with Eden Park Trust in the interim.
Utilisation of Council's Art Collection
TAU has engaged with Auckland Council to better understand current responsibilities and use of Council's art collection.
Investigation of an Auckland Pass
Tātaki Auckland Unlimited will investigate the feasibility of an Auckland Pass working across the council group and with other cultural organisations and tourist attractions as part of the ongoing development of Discover Auckland.

Our facilities and functions

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

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

AUCKLAND ART GALLERY TOI O TĀMAKI

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

All figures are subject to revision following finalisation of the LTP 2024-34.

Operational metrics

Total attendance	500,000
Ticketed attendance	159,000
No. school children	8,000
Total annual membership	7,900
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

All figures are subject to revision following finalisation of the LTP 2024-34.

Operational metrics

Total attendance	808,000
Ticketed attendance	808,000
No. school children	60,000
Total annual membership	16,000
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

All figures are subject to revision following finalisation of the LTP 2024-34.

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 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%

All figures are subject to revision following finalisation of the LTP 2024-34.



AUCKLAND LIVE

**AUCKLAND
CONVENTIONS**
venues & events

Auckland Live 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%

All figures are subject to revision following finalisation of the LTP 2024-34.

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, and Moana Auckland: New Zealand's Ocean Festival. 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 major events for FY 2024/25. This portfolio has been finalised and is funded through the remaining Regional Events Fund, the COVID-19 recovery fund administered by MBIE in 2020 and Auckland Council funding. The most significant events within the portfolio and key metrics for the total portfolio over FY 2024/25 are as follows.

Key major events

World Choir Games	10 – 20 Jul 2024
All Blacks vs England	13 Jul 2024
NZ Fashion Week	20 – 24 Aug 2024
Auckland Marathon	3 Nov 2024
Coldplay	13-15 Nov 2024
ASB Classic	Jan 2025
Synphony in the Domain	Feb 2025
Moana Auckland Festival	Feb / Mar 2025
World Dance Crew Championships	April 2025

Operational metrics

Contribution to regional GDP	\$50.0m
Estimated visitor nights	190,000
Estimated attendance of Aucklanders	300,000

All figures are subject to revision following finalisation of the LTP 2024-34.

Delivered events

Our delivered events include three of the largest cultural festivals in the country and an umbrella festival (Moana Auckland) that aggregates and encompasses a range of events delivered by others.

Delivered events

Auckland Diwali Festival	Oct 2024
Auckland Lantern Festival	Feb 2025
Moana Auckland: New Zealand's Ocean Festival	Feb - Mar 2025
Pasifika Festival	Mar 2025

Operational metrics

Operating revenue	\$6.4m
Operating expenditure	\$19.7m
Net cost to service	\$13.3m
Estimated attendance	227,000
Attendee satisfaction	80%

Economic Development

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:** Leading *Climate Connect Aotearoa*, a climate innovation hub, that supports a just transition across Auckland’s key economic sectors and delivers collaborative climate action. Driving the relevant economy priority actions in Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan.
- 3. **Screen:** Leading the screen sector through strategic direction, attracting screen productions to Auckland and facilitating permitting.
- 4. **Henderson Creative Quarter (Te Puna):** 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:** Growing 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
Attributable private sector investment secured for Auckland	\$100m
Destination Partnership Programme funding secured	\$2m

All figures are subject to revision following finalisation of the LTP 2024-34.

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	2022/23 Actual	2023/24 Forecast	Targets		
			2024/25	2025/26	2026/27
Experiences and Events					
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	2.08m	2.08m	2.12m	2.16m	2.21m
The number of children participating in educational experiences through Tātaki Auckland Unlimited venues and facilities.	New measure	163,000	164,000	165,000	tbc
Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibitions enrich their lives.	76%	70%	70%	70%	70%
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure)	88	40	40	40	45
Percentage of customer complaints resolved within 10 working days.	86%	80%	80%	80%	80%
Taonga and Venues					
The net promoter score for Tātaki Auckland Unlimited's audiences and participants. ⁶ (LTP measure)	45	40	40	40	40
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only) ⁷ .	+16.6%	-17%	-20%	-20%	tbc

⁶ 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. The targets for 2023/24 and 2024/25 have been reduced from those set last year to reflect changes in service provision as a result of funding cuts that will result in a reduction of the number and duration of exhibitions, pricing adjustments, changes to hours and reduction in programming content at a number of Tātaki's cultural organisations.

⁷ 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.

The percentage of operating expenses funded through non-rates revenues ⁸ . (LTP measure)	51%	59%	59%	60%	60%
Percentage of milestones completed as per TAU Board agreed capital programme.	New measure	80%	80%	80%	80%
Percentage of critical TAU assets in acceptable condition.	New measure	Benchmark set	tbc	tbc	tbc
Auckland's Prosperity⁹					
Attributable value of private sector investment secured during the year.	\$325m	\$100m	\$100m	\$100m	\$100m
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$74.2m	\$71m	\$50m	\$50m	\$55m

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.aucklandnz.com/auckland-index). These indicators reflect outcomes at the regional level that are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but that we aim to influence through our activity. We take a leadership role in monitoring, reporting and influencing these indicators as we can, however, we do not measure our performance against them.

⁸ Tātaki Auckland Unlimited Trust measure only.

⁹ The Key Performance Indicators (KPIs) under Auckland's Prosperity 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.

Consolidated financial statements

Note: All financial tables will be updated following finalisation of the LTP 2024-34.

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.

The financial information provided in this *Statement of Intent 2024-2027* 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 2022/23, Annual Plan for financial year 2023/24 and Long Term Plan for financial years 2024/25, 2025/26 and 2026/27.

The tables below do not include deferred programme expenditure from the 2023/24 financial year.

Consolidated Financial Information for Tātaki Auckland Unlimited¹⁰

Tātaki Auckland Unlimited Operating Budget

Financial year ending 30 June	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
NET DIRECT EXPENDITURE / (INCOME)	124.9	86.3	87.7	88.3	
Direct Revenue (\$m)					
Fees and user charges	46.8	54.2	58.0	60.9	tbc
Operating grants and subsidies	17.2	25.4	27.2	28.6	
Other direct revenue	25.6	14.9	16.0	16.8	
TOTAL REVENUE	89.6	94.5	101.2	106.2	
Direct Expenditure (\$m)					
Employee benefits	87.6	77.9	81.2	83.6	tbc
Grants, contributions and	21.6	7.7	7.9	8.1	
Other direct expenditure	105.4	95.3	99.8	102.8	
TOTAL EXPENDITURE	214.5	180.8	188.8	194.5	
Other key operating lines (\$m)					
Operational funding from Auckland Council	124.9	86.2	87.5	88.2	tbc
Capital funding from Auckland	73.1	67.2	51.1	54.3	
Vested assets	-	-	-	-	
Depreciation and amortisation	45.5	55.7	56.9	56.2	
Net finance expense	(0.1)	(0.1)	(0.1)	(0.1)	

¹⁰ A breakdown of Operating and Capital Budgets for Tātaki Auckland Unlimited Limited and its trust operations, Tātaki Auckland Unlimited Trust are contained in Appendix 1.

Tātaki Auckland Unlimited Māori Outcomes Expenditure

Financial year ending 30 June	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
Tāmaki Herenga Waka Festival	0.5	0.5	0.5	0.5	tbc
Māori Outcomes Programme	1.5	1.5	1.5	1.5	

Tātaki Auckland Unlimited Operating Budget by Operating Divisions¹¹

Financial year ending 30 June	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 Forecast ¹²	2026/2027 Forecast
Revenue (\$m)					
Economic Development ¹³	22.6	18.6	20.0	20.9	tbc
Destination & Major Events (incl.		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		2.1	2.2	2.3	
Other	57.6	0.2	0.2	0.2	
TOTAL REVENUE	80.2	94.6	101.3	106.4	
Expenditure (\$m)					
Economic Development	81.4	31.0	32.4	33.4	tbc
Destination & Major Events (incl.		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		6.6	6.9	7.1	
Other	123.5	3.7	3.9	4.0	
TOTAL EXPENDITURE	204.9	180.8	188.8	194.5	
Net cost to serve (\$m)					
Economic Development	58.8	12.4	12.4	12.4	tbc

¹¹ 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.

¹² Forecast operating division information is indicative only and subject to revision through the Long Term Planning process for 2024-2034.

¹³ Economic Development for 2021/22 and 2022/23 includes Destination and Major Events.

¹⁴ 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.

Destination & Major Events (incl.		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
Auckland Stadiums		4.1	3.8	3.6
Auckland Live & Conventions		10.5	10.2	10.
TAU+ (on behalf of Auckland		4.5	4.7	4.8
Other	65.9	3.5	3.7	3.8
TOTAL COST TO SERVE	124.7	86.2	87.5	88.2

Tātaki Auckland Unlimited Capital Budget

Financial year ending 30 June	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
TOTAL CAPITAL EXPENDITURE	58.0	67.2	51.1	54.3	
To meet additional demand	0.4	2.1	-	-	
To improve the level of service	0.6	5.0	-	-	
To replace existing assets	57.0	60.1	51.1	54.3	
TOTAL CAPITAL FUNDING					
Sources of capital expenditure					
Capital funding from Auckland	58.0	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 2023 was \$2,237.7 million, based on the year end accounts (non-current assets only).

The value of Tātaki Auckland Unlimited Limited's assets at 30 June 2023 was \$7.4 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 2023 and throughout our Tātaki Auckland Unlimited Trust Annual Report for the year ended 30 June 2023, from page 33.

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.

	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP
Asset sales (\$m)	NA	NA	NA	
Shareholder equity ratio	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	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
NET DIRECT EXPENDITURE / (INCOME)	58.8	38.1	45.0	45.5	
Direct revenue (\$m)					
Fees and user charges	0.5	0.7	0.8	0.9	
Operating grants and subsidies	7.5	8.0	8.9	9.3	
Other direct revenue	14.6	15.8	12.6	13.1	
TOTAL REVENUE	22.6	24.5	22.3	23.2	
Direct expenditure (\$m)					
Employee benefits	31.9	22.9	24.5	25.0	
Grants, contributions and	7.4	5.2	5.5	5.6	
Other direct expenditure	42.1	34.6	37.3	38.0	
TOTAL EXPENDITURE	81.4	62.6	67.3	68.7	
Other key operating lines (\$m)					
Operational funding from Auckland	58.8	38.1	45.0	45.5	
Capital funding from Auckland	0.0	0.0	0.1	0.3	
Vested assets	-	-	-	-	
Depreciation and amortisation	3.0	3.0	3.0	1.0	
Net finance expense	-	-	-	-	

Tātaki Auckland Unlimited Limited Capital Budget

Financial year ending 30 June	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
TOTAL CAPITAL EXPENDITURE	0.2	-	0.1	0.3	
To meet additional demand	-	-	-	-	
To improve the level of service	-	-	-	-	
To replace existing assets	0.2	-	0.1	0.3	
TOTAL CAPITAL FUNDING	0.2	-	0.1	0.3	
Sources of capital expenditure					
Capital funding from Auckland	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	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
NET DIRECT EXPENDITURE / (INCOME)	65.9	48.2	43.3	42.5	
Direct revenue (\$m)					
Fees and user charges	46.3	53.5	60.1	62.5	
Operating grants and subsidies ¹⁵	2.5	17.4	7.6	8.4	
Other direct revenue	8.8	(0.9)	16.2	16.4	
TOTAL REVENUE	57.6	70.0	83.9	87.2	
Direct expenditure (\$m)					
Employee benefits	63.5	55.1	59.1	60.3	
Grants, contributions and	3.6	2.5	2.6	2.6.1	
Other direct expenditure	56.5	60.7	65.5	66.8	
TOTAL EXPENDITURE	123.5	118.2	127.2	129.7	
Other key operating lines (\$m)					
Operational funding from Auckland Council	65.9	48.1	43.2	42.4	
Capital funding from Auckland Council	57.8	67.2	51.0	54.0	
Vested assets	-	-	-	-	
Depreciation and amortisation	42.5	52.7	53.9	55.2	
Net finance expense	(0.1)	(0.1)	(0.1)	(0.1)	

Tātaki Auckland Unlimited Trust Capital Budget

Financial year ending 30 June	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
TOTAL CAPITAL EXPENDITURE	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	56.8	60.1	50.9	54.0	
TOTAL CAPITAL FUNDING	57.8	67.2	50.9	54.0	
Sources of capital expenditure					
Capital funding from Auckland	57.8	67.2	50.9	54.0	
Subsidies and grants – capex	-	-	-	-	

¹⁵ In the 2023/2024 Annual Plan the Trust carried 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.

Appendix 2: Forecast Financial Statements

Forecast Financial Information for Tātaki Auckland Unlimited Limited

Tātaki Auckland Unlimited Limited Forecast Statement of Comprehensive Revenue and Expenses

Financial year ending 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
REVENUE					
Service and other revenue	107.139	66.613	67.331	68.688	
Interest Revenue	0.032	0.019	0.012	0.023	
Total revenue	107.171	66.632	67.343	68.711	
EXPENDITURE					
Personnel costs	28.669	22.901	24.536	25.922	
Depreciation and amortisation	1.633	2.996	3.000	1.000	
Finance costs	0.001	0.001	0.001	0.001	
Other expenses	70.359	39.731	42.771	42.780	
Total expenditure	100.662	65.629	70.308	69.703	
(Deficit) / surplus before tax	6.509	(2.997)	(2.965)	(0.992)	
Income tax benefit	1.325	-	-	-	
Surplus / (deficit) from continuing operations	7.834	(2.997)	(2.965)	(0.992)	
Surplus / (deficit) after tax	7.834	(2.997)	(2.965)	(0.992)	
(DEFICIT)/ SURPLUS IS ATTRIBUTABLE TO:					
Equity holders of Tātaki Auckland Unlimited Limited	7.834	(2.997)	(2.965)	(0.992)	
TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR IS ATTRIBUTABLE TO:					
Equity holders of Tātaki Auckland Unlimited	7.834	(2.997)	(2.965)	(0.992)	

Note: Tax effects have not been included in the original SOI budget

Tātaki Auckland Unlimited Limited Forecast Statement of changes in equity

Financial year ending 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
Opening Balance 1 July	9.794	17.628	14.631	11.666	
COMPREHENSIVE REVENUE AND EXPENSE					
Surplus / (deficit) for the year	7.834	(2.997)	(2.965)	(0.992)	
Transfer from Accumulated funds	(6.960)	-	-	-	
Transfer to Restricted reserves	6.960	-	-	-	
Balance as at 30 June	17.628	14.631	11.666	10.674	

Tātaki Auckland Unlimited Limited Forecast Statement of Financial Position

As at 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	0.005	0.198	0.241	0.213	
Trade and other receivables	40.097	38.503	40.431	37.602	
Total current assets	40.102	38.701	40.672	37.815	
NON-CURRENT ASSETS					
Property, plant and equipment	7.395	4.699	2.269	1.519	
Intangible assets	0.001	0.001	0.001	0.001	
Non-current - Accrued income	-	-	-	-	
Total non-current assets	7.396	4.700	2.270	1.520	
Total assets	47.498	43.401	42.942	39.335	
LIABILITIES					
CURRENT LIABILITIES					
Trade and other payables	22.441	22.704	24.597	21.797	
Employee entitlements	2.031	1.931	2.069	2.186	
Provisions	3.254	2.479	2.879	2.629	
Total current liabilities	27,726	27.114	29.545	26.795	
NON - CURRENT LIABILITIES					
Trade and other payables	1.507	1.009	1.085	1.212	
Provisions	0.053	0.063	0.062	0.071	
Deferred tax liabilities	0.584	0.584	0.584	0.584	
Total non-current liabilities	2.144	1.656	1.731	1.867	
Total liabilities	29.870	28.770	31.276	28.661	
Net assets	17.628	14.631	11.666	10.674	
EQUITY					
Share capital	-	-	-	-	
Contributed equity	4.377	4.377	4.377	4.377	
Accumulated surplus / (deficit)	6.291	3.294	0.329	(0.663)	
Restricted reserve	6.960	6.960	6.960	6.960	
Total equity	17.628	14.631	11.666	10.674	

Tātaki Auckland Unlimited Limited Forecast Statement of cash flows

Financial year ending 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
CASH FLOWS FROM OPERATING					
Interest received	0.031	0.019	0.012	0.023	
Receipts from council funding, customers and other services	96.107	64.256	65.422	71.543	
Payments to suppliers and employees	(95.063)	(63.861)	(64.897)	(71.433)	
Goods and services tax (GST) received from / (paid to) IRD	(0.251)	(0.049)	(0.019)	(0.026)	
Other cash flows from operating activities	(0.429)	-	-	-	
Net cash from operating activities	0.395	0.365	0.518	0.107	
CASH FLOWS FROM INVESTING ACTIVITIES					
Disposals / (purchases) of property, plant and equipment	(0.595)	(0.300)	(0.570)	(0.250)	
Other cash flows from investing activities	0.133	0.128	0.095	0.115	
Net cash from investing activities	(0.462)	(0.172)	(0.475)	(0.135)	
CASH FLOWS FROM FINANCING ACTIVITIES					
Other cash flows from financing activities	-	-	-	-	
Net cash from financing activities	-	-	-	-	
Net increase/(decrease) in cash and cash equivalents	(0.067)	0.193	0.043	(0.028)	
Cash and cash equivalents at the beginning of the period	0.072	0.005	0.198	0.241	
Cash and cash equivalents at end of the year	0.005	0.198	0.241	0.213	

Forecast Financial Information for Tātaki Auckland Unlimited Trust

Tātaki Auckland Unlimited Trust Forecast Statement of Comprehensive Revenue and Expenses

Financial year ending 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
Revenue					
Commercial revenue	64.569	52.495	76.244	78.870	
Finance income	1.750	0.100	0.100	0.100	
Total revenue from exchange	66.319	52.595	76.344	78.970	
Philanthropic revenue	187.128	9.389	2.254	2.325	
Government subsidies	0.280	8.240	5.376	6.082	
Auckland Council funding	104.776	115.370	94.284	96.438	
Total revenue from non-exchange transactions	292.184	132.999	101.914	104.845	
Total revenue	358.503	185.594	178.258	183.815	
Expenditure					
Employee benefits	63.726	55.087	59.195	60.337	
Depreciation expense	52.576	52.675	53.921	55.244	
Amortisation expense	0.602	-	-	-	
Finance expenditure	1.073	-	-	-	
Other expenses	69.156	63.265	67.986	69.354	
Total expenditure	187.133	171.027	181.102	184.935	
Surplus from continuing operations	171.370	14.567	(2.844)	(1.120)	
Surplus after tax attributable to:					
Tātaki Auckland Unlimited Trust	171.370	14.567	(2.844)	(1.120)	
Other comprehensive income					
Gain on property and art revaluations	194.960	-	-	-	
Total other comprehensive income	194.960	14.567	(2.844)	(1.120)	
Total comprehensive income after tax	366.330	14.567	(2.844)	(1.120)	

Note: Gains on revaluations of land, buildings and artworks are not budgeted

Tātaki Auckland Unlimited Trust Forecast Statement of changes in equity

Financial year ending 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
Opening Balance 1 July	1,843.441	2,209.890	2,224.345	2,221.501	
Total comprehensive revenue and expenses for the year	366.330	14.567	(2.844)	(1.120)	
Owner transactions					
Contribution to restricted reserves	(2.000)	-	-	-	
Movement in restricted equity	2.119	(0.112)	-	-	
Balance as at 30 June	2,209.890	2,224.345	2,221.501	2,220.381	

Tātaki Auckland Unlimited Trust Forecast Statement of Financial Position

As at 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	15.162	23.292	23.070	27.030	
Receivables	27.530	33.201	34.988	35.221	
Prepayments	1.860	2.748	2.208	2.148	
GST receivable	(0.088)	(0.165)	0.200	0.225	
Derivative financial instruments	(0.013)	-	-	-	
Other financial assets	0.050	-	-	-	
Inventories	0.991	1.193	1.733	1.793	
Total current assets	45.492	60.269	62.199	66.417	
NON-CURRENT ASSETS					
Property, plant and equipment	1,678.917	1,693.442	1,690.570	1,689.329	
Artwork collections	550.843	553.453	553.453	553.453	
Heritage and cultural assets	3.794	3.900	3.900	3.900	
Intangible assets	2.897	3.303	3.303	3.303	
Other financial assets	0.511	0.508	0.508	0.508	
Receivables	0.751	0.700	0.700	0.700	
Total non-current assets	2,237.713	2,255.306	2,252.434	2,251.193	
Total assets	2,283.205	2,315.575	2,314.633	2,317.610	
LIABILITIES					
CURRENT LIABILITIES					
Payables	55.936	76.909	79.151	83.388	
Borrowings and other financial liabilities	0.269	0.253	0.253	0.253	
Employee entitlements	6.967	7.263	7.205	7.334	
Provisions	1.613	-	-	-	
Total current liabilities	64.785	84.425	86.609	90.975	
NON - CURRENT LIABILITIES					
Borrowings and other financial liabilities	8.515	6.792	6.523	6.254	
Derivative financial instruments	0.015	0.013	-	-	
Total non-current liabilities	8.530	6.805	6.523	6.254	
Total liabilities	73.315	91.230	93.132	97.229	
Net assets	2,209.890	2,224.345	2,221.501	2,220.381	
EQUITY AND RESERVES					
Contributed capital	1,053.532	1,053.532	1,053.532	1,053.532	
Accumulated surplus / (deficit)	242.042	256.609	253.765	252.645	
Restricted equity	5.254	5.142	5.142	5.142	
Asset revaluation reserves	909.062	909.062	909.062	909.062	
Total equity	2,209.890	2,224.345	2,221.501	2,220.381	

Tātaki Auckland Unlimited Trust Forecast Statement of cash flows

Financial year ending 30 June (\$m)	2022/2023 Actual	2023/2024 Annual Plan	2024/2025 LTP	2025/2026 LTP	2026/2027 LTP
<i>CASH FLOWS FROM OPERATING</i>					
Receipts from Auckland Council funding	103.190	115.370	94.284	96.438	
Receipts from commercial revenue	37.131	41.565	66.963	72.497	
Receipts from third parties held in relation to future events	10.535	18.087	14.909	14.881	
Government subsidies received	0.280	-	-	-	
Net GST received / (paid)	2.139	0.654	(0.200)	(0.225)	
Interest revenue	1.792	0.100	0.100	0.100	
Payments to suppliers and employees	(131.135)	(100.434)	(125.279)	(125.778)	
Interest paid	(1.073)	-	-	-	
Net cash from operating activities	22.859	75.342	50.777	57.913	
<i>CASH FLOWS FROM INVESTING ACTIVITIES</i>					
Loan repayments received	0.054	(0.012)	0.050	0.050	
Proceeds from sale of asset	0.080	-	-	-	
Purchase of property, plant and equipment	(39.910)	(67.200)	(51.049)	(54.003)	
Purchase of intangible assets	(2.713)	-	-	-	
Net cash from investing activities	(42.489)	(67.212)	(50.999)	(53.953)	
<i>CASH FLOWS FROM FINANCING ACTIVITIES</i>					
Distributions to / (from) restricted reserves	0.204	-	-	-	
Net cash from financing activities	0.204	-	-	-	
Net increase/(decrease) in cash and cash equivalents	(19.426)	8.130	(0.222)	3.960	
Cash and cash equivalents at the beginning of the period	34.588	15.162	23.292	23.070	
Cash and cash equivalents at end of the year	15.162	23.292	23.070	27.030	

Attachment 3: Proposed approach to responding to shareholder comments

Feedback		Proposed Response	
General shareholder comments to all CCOs			
Financial and non-financial performance and quality advice			
1.Final SOIs should reflect council’s decisions on the Long-term Plan 2024-2034 and financial statements should be fully populated consistent with these decisions and agreed with council’s Financial Planning staff.		Final financial information will be aligned to the Long-term Plan 2024-34. This will include refreshed Detailed Financial Statements at Appendix 1 and Forecast Financial Statements at Appendix 2. The Forecast Financial Statements will be provided to the Risk Committee for review and approval prior to inclusion in the Final SOI for board approval in July.	
2. All performance measure targets should be fully populated in final SOIs, with relevant measures and targets reflected from the Long-term Plan 2024-2034.		All performance measures will be fully populated and will reflect the revisions to targets agreed by the board earlier this month (also see 14. and 17. below).	
3. We are seeking improved advice from CCOs. All advice to Elected Members on spending decisions should involve some effort to weigh costs and benefits and contestable advice. Further detail on requirements can be found in the Budget Responsibility and Transparency Rules		A commitment to providing robust advice to elected members including cost-benefit analysis as applicable and contestable advice is already included in the draft SOI on Pg.17 (Financial strategy and budget levels). No further changes are required.	
Capital programme			
4. The group’s focus for our capital programme should be on finishing what we’ve started, fixing what is broken, and getting the best out of what we have. We are therefore asking all CCOs to improve information on capital programmes/ projects in SOIs. This should include budgets for all capital programmes and major projects. You should be transparent about what milestones you will achieve so that we can better measure progress. Further information is provided in the CCO specific comments below.		See 15. below.	
Māori outcomes			
5. CCOs are to report on delivery progress on your Achieving Māori Outcome Plans in your quarterly performance reports. Direction will be provided by council’s Ngā Mātārae team for a whole of group approach in this area.		A commitment to report against our Achieving Māori Outcomes Plan, <i>Te Mahere Aronga</i> is already included on Pg.27 of our draft SOI. No further changes required.	

Climate change	
<p>6. As agreed in our Long-term Plan 2024-2034 decision making, we ask that CCOs:</p> <ul style="list-style-type: none"> • incorporate climate change considerations (whole of life greenhouse gas emissions and resilience) into work programmes and decisions, based on realistic assessments. • target savings in operational and capital expenditure to areas where both cost and whole of life greenhouse gas emissions can be reduced, and not reduce well performing emissions reduction projects or investments. • focus on lowest cost delivery of climate positive projects. • work towards reducing the impacts of climate-related risks which also reduces long-term cost to council and community. 	<p>Through the Letter of Expectation received in December 2023, we were asked to commit to a range of expectation in a number of areas including climate change mitigation and resilience. These commitments are reflected on Pg.17 of the draft SOI.</p> <p>There is significant cross-over between the climate related commitments made on Pg.17 of the draft SOI and these expectations set out in shareholder feedback.</p> <p>Reflecting this, the commitments currently included on Pg.17 will be refined to meet these expectations as applicable.</p> <p>However, it is noted that TAU is not resourced to robustly consider whole of life greenhouse gas emissions across all work and decisions. This will be undertaken on a case-by-case basis as scale and potential impact justifies it and as capacity allows.</p>
<p>7. CCOs should meet group climate-related disclosures requirements and ensure accountability through measurement and reporting, including of scope 3 emissions. CCOs should include a statement of commitment in the final SOI: <i>Contribute to the preparation of a compliant group climate statement to ensure Auckland Council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013. This includes preparing and maintaining proper climate-related disclosure records as required by Auckland Council. It will also include engaging with Auckland Council's appointed auditor to prepare for assurance over group emissions disclosures from 2024/2025 onwards.</i></p>	<p>A commitment to climate related disclosures is already included in the draft SOI on Pg.15.</p> <p>This statement in the current draft SOI will be edited as required to align with the suggested statement of commitment provided.</p>
Group shared services	
<p>8. Final SOIs must include a commitment to progress the Group Shared Services programme at pace. This programme is being managed collaboratively by the Chief Executives of the group to deliver operational efficiencies. Council expects that CCOs will include this programme in final SOIs without any qualifications.</p>	<p>The Draft SOI currently includes a commitment to; <i>“consider group shared services and consolidation of service functions as business cases are proven”</i>, on Pg. 17.</p> <p>This statement will be reworded to commit to group shared services unless there is a clear reason not to.</p>

Specific shareholder comments for Tātaki Auckland Unlimited.

<p>9. All of the seven key areas specific to Tātaki from your letter of expectation have been reflected in the draft 2024-2027 SOI. However, in the final SOI Tātaki should carry through into the one-year work programme the relevant actions and milestones for work on the following:</p> <ul style="list-style-type: none"> • progressing closer integration with Auckland War Memorial Museum and MOTAT • progressing to make the operations of Auckland stadiums as efficient as possible noting Council's recent decisions on North Harbour Stadium and Eden Park. 	<p>Relevant actions for these projects will be carried forward to the "one year work programme" section of the draft SOI on Pgs.18-20.</p> <p>However, it is of note that the closer integration project with AWMM and MOTAT is being led by Auckland Council and therefore our ability to drive actions and milestones is limited.</p> <p>The draft SOI will be updated to reflect a stronger commitment to work in collaboration with AWMM, MOTAT and Eden Park over the coming year regardless of progress on the cultural integration and SOSA processes.</p>
<p>10. The draft SOI refers to key council strategies and the commitment of Tātaki to work with council on these. There should be greater clarity and elaboration in the final SOI on the specific actions Tātaki is undertaking in respect of the following strategies/plans:</p> <ul style="list-style-type: none"> • Future Development Strategy – key economic places Tātaki is involved in • Infrastructure Strategy – including ongoing improvements to asset management • City Centre Action Plan – in particular the night-time economy 	<p>The draft SOI currently acknowledges the role of Tātaki in helping council to deliver the outcomes of the plans mentioned (pgs. 10-11). Further detail will be included as appropriate to further specify this work.</p>
<p>11. There is no reference in your draft SOI to work by Tātaki on innovation hubs (GRIDAKL and GRIDMKN) within the one-year work programme. The activities Tātaki is undertaking in this area should be included.</p>	<p>Additional detail on our work to support the innovation hubs at GridAKL and GridMKN will be added to the final SOI.</p>
<p>12. The draft SOI notes that Tātaki will continue to implement their Climate Change and Environment Strategic Plan. However, there is an opportunity to strengthen the final SOI by summarising and including relevant actions from this Plan relating to delivery of current programmes, exhibitions and events in a low carbon and zero waste framework.</p>	<p>Acknowledgement of our work to implement our <i>Climate Change and Environment Strategic Plan</i> is currently included on Pg.20 of the draft SOI. This content will be reviewed to provide a more detailed description of the key outcomes this plan is aiming to achieve. However, it is not considered appropriate that a full summary of relevant actions from the Plan is included in the SOI. Instead a direct link to the Plan can be incorporated into the final SOI for further reference.</p>
<p>13. Included in your draft SOI is a deliverable of a 'portfolio wide assessment to enhance utilisation of venues and drive commercial outcomes from assets, including selected</p>	<p>This clarification will be included in the final SOI.</p>

divestiture as appropriate.’ Tātaki should clarify that this work refers to the Auckland Live network and the deliverable focuses on conducting the assessment, with a range of outcomes possible which are not yet known. Tātaki should commit in the final SOI to keeping council updated on the progress with this work during 2024/2025.	
14. The draft SOI contains some performance measures where targets are incomplete or missing. In the final SOI Tātaki 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.	<p>As per 2. above, all targets will be included in the final SOI. This includes targets for 2026/27 for “<i>No. of children participating..</i>” and “<i>Percentage change in greenhouse gas emissions...</i>” and targets for all years will be included for “<i>Percentage of critical TAU assets in acceptable condition</i>” as agreed by the Capital Committee and board earlier this year.</p> <p>Variances and updates to LTP targets have already been agreed with council staff.</p>
15. Tātaki has a performance measure relating to the ‘percentage of milestones completed as per Tātaki board agreed capital programme’. For greater transparency of this board agreed programme, the final SOI should include a table which sets out the key capital projects for the 2024/2025 year and associated milestones and budget.	<p>An additional table will be included in the final SOI that sets out the board approved capital programme and significant capital projects as at 30 June 2024, including total budget, budget for 2024/25 and significant milestones expected to be achieved over 2024/25.</p> <p>Accompanying the table will be an acknowledgement that the programme will change over time as further projects are approved by the board over the course of the year.</p>
16. In line with the new group budget responsibility and transparency rules, I expect TAU to apply a framework of cost-benefit analysis to all decisions involving economic development and the sponsorship of events. This means that, rather than just measuring contribution to regional GDP, TAU should assess a full range of costs and benefits.	<p>As per 3. above, the draft SOI includes a commitment to use cost/benefit analysis for spending decisions as applicable (pg.17).</p> <p>It will be noted that significant investment decisions – including for major events – do assess a wide range of costs and benefits over and above contribution to regional GDP (including participation by Aucklanders and non-Aucklanders, brand alignment, legacy benefits etc.)</p>
<p>17. Given the three-year focus outlined at the recent Tātaki ‘deep-dive’ session with the CCO Direction and Oversight Committee meeting, it is suggested targets could be made more ambitious for the following measures in the outyears of the final SOI:</p> <ul style="list-style-type: none"> • Net promoter score for Tātaki audiences and participants (LTP measure). 	<p>Consideration of these measures and changes to targets has already been resolved via the out-of cycle paper and resolutions agreed by the board earlier this month. The decisions made via the resolutions in this paper will be reflected in the final SOI presented to the board in July (see Attachment 4).</p>

<ul style="list-style-type: none"> • Attributable value of private sector investment secured during the year. • Percentage of Auckland residents surveyed who consider Tātaki programmes, events and exhibitions enrich their lives. • Number of programmes, initiatives and events contribute to the visibility and presence of Māori in Tāmaki Makaurau (LTP measure). 	
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SOI KPI Targets in Long Term Plan 2024-34

Report to the Board of Tātaki Auckland Unlimited

Meeting date	June 2024 – out of cycle
Author	James Robinson, Head of Strategy and Planning
Approved by	Justine White, Chief Operating Officer
Purpose of paper	For Approval
Company and/or Trust paper	Company and Trust]
Proposed resolution	<p>That the Board:</p> <ol style="list-style-type: none"> Approve changes as specified within this report to targets for the following KPIs in the TAU 2024-27 Statement of Intent: <ol style="list-style-type: none"> Net promoter score for Tātaki audiences and participants. Percentage of Auckland residents surveyed who consider Tātaki programmes, events and exhibitions enrich their lives. Number of programmes, initiatives and events contribute to the visibility and presence of Māori in Tāmaki Makaurau. Approve no changes as specified within this report to targets for the following KPIs in the TAU 2024-27 Statement of Intent: <ol style="list-style-type: none"> Attributable value of private sector investment secured during the year. Note that the changes approved in this paper will be reflected in the Final TAU SOI 2024-27, which will come to the board for final approval at the July meeting.

PURPOSE

The purpose of this paper is to seek board approval of changes to 3-year targets for three SOI KPIs. These changes are being sought now rather than through the SOI approval process to align with the Auckland Council Long Term Plan finalisation timelines.

BACKGROUND

Within the recently received shareholder comments on the draft TAU Statement of Intent 2024-27 (Attachment 1), council has asked TAU to review our targets against four KPIs, with a view to being more ambitious. The wording of the feedback is below:

“Given the three-year focus outlined at the recent Tātaki ‘deep-dive’ session with the CCO Direction and Oversight Committee meeting, it is suggested targets could be more ambitious for the following measures in the outyears of the final SOI:

- i) Net promoter score for Tātaki audiences and participants – targets flat at 40% across FY25-FY27 (FY23 actual is 40) (**LTP measure**)*
- ii) Attributable value of private sector investment secured during the year – targets \$100m for FY25-FY27, lower than FY23 actual (\$325m)*
- iii) Percentage of Auckland residents surveyed who consider Tātaki programmes, events and exhibitions enrich their lives – targets flat at 70% across FY25-FY27 (FY23 actual is 76%)*
- iv) iv) Number of programmes, initiatives and events contribute to the visibility and presence of Māori in Tāmaki Makaurau (FY23 actual is 88), targets flat at 40 across FY25-FY26, slight increase FY27 (**LTP measure**).”*

Ordinarily, any proposed changes to targets would be considered via the process of finalising the SOI between now and the end of July, before board approval and delivery to Auckland Council by 1 August.

However, because two of the above measures are also LTP measures (i.e. they also sit in the Long-Term Plan), any changes to targets need to be agreed before finalisation and sign off of the Long Term Plan at the end of June. Council have asked for any changes to targets to be provided by 13 June.

Given this, management have reviewed the measures above and associated targets contained in the draft SOI - including the two LTP measures that require ‘early’ consideration - and provide recommendations as below.

Establishing Rationale for Change

Before any changes to targets are considered, there needs to be a clear rationale for the change. There are a number of potential rationales for changing targets including:

- Changes in external assumptions. For example, if population is growing faster than originally expected, then visitation to a facility might be expected to grow at a faster rate.
- Changes in methodology. Changes to the way data is captured and/or what is counted might lead to a change in targets.
- Significant changes in investment or activity. For example, a significant venue upgrade or increased investment in marketing might be expected to change visitation targets.
- Historic ‘undersetting’ of targets i.e. a recognition that targets have been set too low in the past.

Any proposed change to targets should be accompanied by a clear rationale.

Net Promoter Score

One of the two SOI/LTP measures that council have asked us to review, with a view to setting more ambitious targets in the outer years is “*Net promoter score for Tātaki audiences and participants*”.

Net Promoter Score is an internationally recognised metric that asks customers how likely they are to recommend a company, service or product to a friend or colleague, on a scale of 0 (not at all likely) to 10 (extremely likely). The percentage of detractors (Score 0-6) is then

subtracted from the percentage of Promoters (Score 9-10) to arrive at a Net Promoter Score (which can range from -100 to +100).

NPS is currently measured across Auckland Art Gallery Toi o Tamaki, Auckland Zoo, NZ Maritime Museum, Auckland Live venues and Auckland Stadiums. These results are reported monthly in the CE Report. To arrive at the overall, end of year result for TAU, scores are combined and weighted by relative visitation.

Our recent overall targets and performance are outlined in the table below.

	2021/22	2022/23	2023/24 YTD
Target	20	40	40
Result	54	45	48 (Q3)

It is of note that:

- The SOI target was recently doubled from 20 in 2021/22 to 40 in 2022/23. This was in recognition of the original target being set too low for our sector, as demonstrated by our significant 'over-achievement'.
- At 40, our current target is considered to be high in the context of a NPS. A *2023 NPS Industry Benchmarks* report published by Perceptive Research for specific industries across New Zealand shows a range of -5 (Real Estate) to 38 (Automotive) across 15 industry sectors. The only sectors to sit outside this range are Veterinary (55) and Not for Profit (54).
- Although the methodology has remained constant over the three-year period above, the volume of surveying undertaken and breadth of Tātaki customers included increased significantly from 2021/22 to 2022/23. In particular, significantly more customers of Auckland Live and Auckland Stadiums were included in the 2022/23 results and this primarily drove the decrease in result from 2021/22 to 2022/23.
- NPS by venue varies significantly. In 2022/23 Tātaki NPS scores were significantly higher at the Zoo (64), NZMM (54) and the Auckland Art Gallery (50) and significantly lower at Stadiums (-8). The same pattern is apparent this year, although the Stadium score has improved noticeably.

Looking ahead, our draft SOI 2024-27 currently proposes retaining our NPS target for the next three years flat, at 40. These are the targets that Auckland Council have asked to review with a view to being more ambitious in the outer years.

Based on the points above and in recognition of the stated strategic intent of TAU to be more customer focussed over the next three years, management agree that there is a case to increase these NPS targets slightly (albeit at a more modest rate than the doubling of the target that was implemented two years ago).

It is proposed that the NPS SOI targets over the next three years are revised as set out in the table below.

	2024/25	2025/26	2026/27
Current Draft SOI Target	40	40	40

Proposed Final SOI Target	40	42	45
Proposed Change to Target	No change	+2	+5

Attributable value of private sector investment secured during the year

The attributable value of private sector investment secured during the year measures the investment attraction activity undertaken within the Economic Development team and covers the attraction of significant film/screen activity to Auckland and the attraction of other businesses and investment into Auckland.

The level of private sector investment from these activities is sourced directly from clients based on their best estimates of the level of investment they have or are intending to make into Auckland. The reported result relates to the level of investment secured over the year, but not necessarily occurring within the year. (e.g., securing a film deal that may happen the following season).

Recognising that TAU usually collaborates with partners to secure investment activity, and is not solely responsible for investment occurring, a level of attribution is applied to each secured investment deal. The attribution level considers whether the investment activity would have occurred with or without TAU's involvement (based on a client view) and the level of TAU's involvement in securing the investment. On average, the level of attribution applied to screen investment deals is higher than that applied to general business investment deals due to TAU's significant involvement in attracting screen deals, running and sourcing studio infrastructure, and facilitating filming activity in public spaces.

Our recent overall targets and performance are outlined in the table below.

	2021/22	2022/23	2023/24 YTD
Target	\$200m	\$200m	\$100m
Result	\$197m	\$325m	\$11m (Q2)

It is of note that:

- The SOI target was recently halved from \$200m in 2022/23 to \$100m in 2023/24 to reflect the significant cuts in economic development resource in FY 2023/24, including in the investment attraction area. These cuts remain in effect with no significant increase in resource proposed for next year.
- The proposed sale of the Auckland Film Studios will reduce TAU's 'footprint' in Auckland's screen sector. While we will continue to work with the sector to help attract film/screen activity, our activity in this space and the attribution applicable to us may decline.
- Investment attraction activity can span long periods and a number of factors can impact the 'landing' of deals. Given this, annual results can be lumpy.

Looking ahead, our draft SOI 2024-27 currently proposes that we keep the target for the next three years flat at \$100m. There is currently no strong rationale to increase this target and therefore it is proposed that the currently proposed targets are retained for the final SOI.

Percentage of Auckland residents surveyed who consider Tātaki programmes, events and exhibitions enrich their lives

This indicator is measured through an annual survey of approximately 1000 Auckland residents undertaken using the Auckland Council People's Panel. Respondents are asked which of a pre-defined list of venues they have heard of. Of those they have heard of, respondents are asked the extent to which they agree or disagree that the venue, and the events organised at the venue, offer enriching life experiences for Aucklanders. The final result represents the share of those who agreed or strongly agreed with the statement across all TAU venues.

Our recent overall targets and performance are outlined in the table below.

	2021/22	2022/23	2023/24 YTD
Target	70%	70%	70%
Result	73%	76%	76% (provisional)

It is of note that:

- The intent of this measure is to gauge the impact of our work beyond the more 'operational' measures of attendance and satisfaction. However, measurement of life enrichment is highly subjective and variable from individual to individual. It is difficult to objectively gauge which elements of our work contribute most to 'life enrichment' and therefore where we should focus to improve this sentiment.
- The margin of error on survey results based on a sample of approximately 1000 is +/- 3%.
- The result in 2021/22 was lower than has been achieved for the last two years. This was also a period when a number of our venues were closed or restricted for long periods and events were cancelled as a result of COVID-19.

TAU's purpose is "Enriching cultural and economic life in Tāmaki Makaurau Auckland." Given this, it is appropriate that we strive to improve our performance against this target on an ongoing basis. However, it is not considered that the current target is unreasonably low and given the subjective nature of this measure, it is recommended that any proposed target changes are moderate, as set out in the table below.

	2024/25	2025/26	2026/27
Current Draft SOI Target	70%	70%	70%
Proposed Final SOI Target	70%	72%	72%
Proposed Change to Target	No change	+2	+2

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

The second SOI/LTP measures that council have asked us to review, with a view to setting more ambitious targets in the outer years is "*Number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau.*"

The board was recently provided with a detailed briefing memo on this measure (see Resource Centre)

Our recent overall targets and performance are outlined in the table below.

	2021/22	2022/23	2023/24 YTD
Target	20	40	40
Result	101	88	52 (Q3)

It is of note that:

- The SOI target was recently doubled from 20 in 2021/22 to 40 in 2022/23. This was in recognition of the original target being set too low based on performance to that date.
- Even at 40, the target has been consistently exceeded to date.
- Through the LTP and draft SOI process, the wording of the measure has been altered slightly from “*The number of **programmes**, contributing to*” to “*The number of **programmes, initiatives and events** contributing to...*” This new wording better reflects what has been measured to date, but also broadens the scope of what can be included in the measure.

Looking ahead, our draft SOI 2024-27 currently proposes that we keep the target for the next three years flat at 40. These are the targets that Auckland Council have also asked to review with a view to being more ambitious in the outer years.

Based on the points above and in recognition of Tātaki’s ongoing ambition to further Māori outcomes through the implementation of the actions outlined in Te Mahere Aronga, management agree that there is a case to increase these targets over the next three years.

It is proposed that the targets for this measure over the next three years are revised as set out in the table below.

	2024/25	2025/26	2026/27
Current Draft SOI Target	40	40	45
Proposed Final SOI Target	45	45	50
Proposed Change to Target	+5	+5	+5

FINANCIAL

Not applicable

RISK

There is a reputational risk in setting targets too high and not reaching them. At the same time, there is reputational risk in setting targets too low and significantly over-achieving. The challenge is in setting targets that represent good performance and improvement over time where this can be supported by operational activity and where it does not set unreasonable expectations of the business in an environment where funding and resources are constrained.

LEGAL

Not applicable

CLIMATE CHANGE AND SUSTAINABILITY

Not applicable to the measures we have been asked to review.

MĀORI OUTCOMES

The Head of Māori Outcomes has reviewed and supports this paper.

MARKETING, COMMS, GROWTH & LEVERAGE

Not applicable

RECOMMENDATION

Recommendation

It is recommended that the Board:

1. **Approve** changes as specified within this report to targets for the following KPIs in the TAU 2024-27 Statement of Intent:
 - a. Net promoter score for Tātaki audiences and participants.
 - b. Percentage of Auckland residents surveyed who consider Tātaki programmes, events and exhibitions enrich their lives.
 - c. Number of programmes, initiatives and events contribute to the visibility and presence of Māori in Tāmaki Makaurau.
2. **Approve no changes** as specified within this report to targets for the following KPIs in the TAU 2024-27 Statement of Intent:
 - a. Attributable value of private sector investment secured during the year.
3. **Note** that the changes approved in this paper will be reflected in the Final TAU SOI 2024-27, which will come to the board for final approval at the July meeting.

Written by:

Reviewed by:

James Robinson
Head of Strategy and Planning

Justine White
Chief Operating Officer

ATTACHMENT SCHEDULE

Attachment 1	Auckland Council Shareholder Comments on Tātaki Auckland Unlimited draft SOI 2024-2027
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Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 26 June 2024

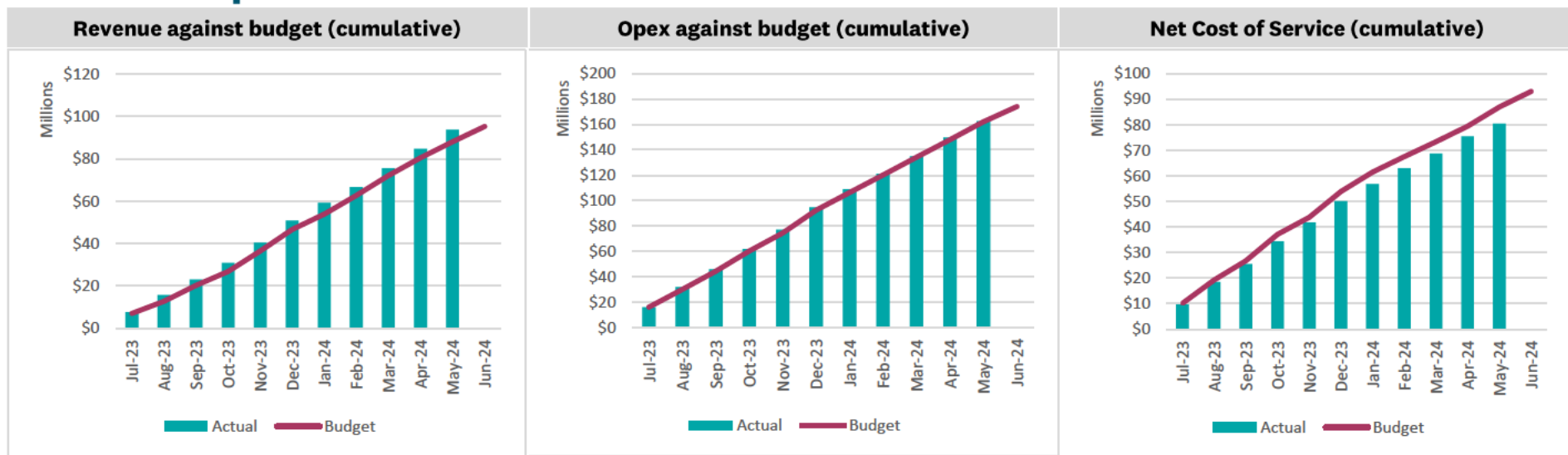
1. Introduction

- The working group to advise on the future role of North Harbour Stadium precinct has been formed, and the co chairs met with TAU to canvas the availability of information to support the working group. The co chairs are scheduled to have time with the Board in its July meeting. The working group must report to the Council Governing Body by the end of August this year.
- A request for Expressions of Interest in investing in the development of Western Springs Stadium has been released. A structured communications plan is being used to manage heightened sensitivity around stadium investment choices

- Eden Park has won Venue of the Year and shared in Event of the Year at TheStadiumBusiness 2024 Awards. The Event of the Year was awarded to FIFA Women's World Cup 2023. Both awards bestow significant mana on Eden Park and Auckland and reinforce Eden Park's important role as New Zealand's national stadium. I have passed on congratulations from Tātaki to Nick Sautner. The awards further reinforce how important and successful the collective efforts were to deliver FIFA WWC2023.

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

2. Finance update



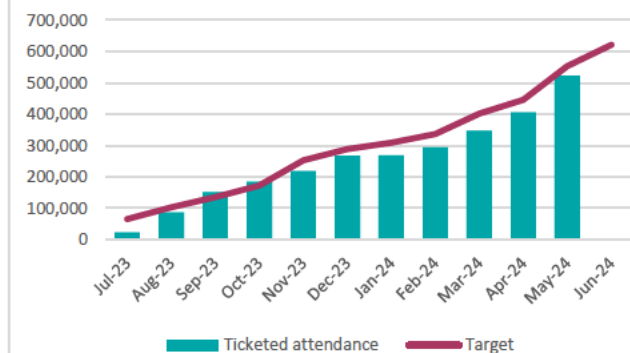
3. Strategic Plan implementation

Experiences and Events

Performing Arts	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> Auckland Live celebrated its 10th Birthday. A series of birthday related content has been shared across all online channels including <u>a shout out on 16 May for the anniversary</u>. The first of four concert in the Auckland Live Free Organ 2024 concert season began in May. The concert was fully booked 5 days after bookings opened. Auckland Live <u>livestreamed the concert</u> on Facebook which received excellent engagement with more than 3000 tuning in. Royal New Zealand Ballet (RNZB) returned to the Kiri Te Kanawa Theatre for the first time in 2024 with 5 sold out performances of Swan Lake, [REDACTED] The Auckland Writers Festival (AWF) took over the full Aotea Centre with 167 events across 6 days. This year's programme was extremely well received with a record attendance of 85,000 (41,086 general public sold tickets, 6,599 school events attendance, and 37,315 made up of AWF Patrons, sponsors, free events and city wide activations) The Best Exotic Marigold Hotel Civic Theatre concluded its 2 week, 16 show season on 5 May. [REDACTED] S7(2)(f)(i),(h) LGOIMA 1987 	<ul style="list-style-type: none"> Michelle Hooper commenced her role as Head of Major Events on 29 May and is developing a refreshed Major Events Strategy. [REDACTED] Significant progress is being made on the bid development for 2030 Gay Games. [REDACTED] [REDACTED] TAU has gained significant insight through relationships built upon the Rainbow Games and feels that Auckland is in a much stronger position than in 2020 when the bid to host the 2026 Gay Games was unsuccessful. [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987 	<p>Auckland Conventions Venues and Events (ACVE)</p> <ul style="list-style-type: none"> ACVE delivered [REDACTED] [REDACTED] S7(2)(f)(i),(h) LGOIMA 1987 <p>The closure of Wynyard Crossing bridge along with tough economic conditions is having a material affect on ACVE contract volume and revenue</p> <ul style="list-style-type: none"> ACVE secured [REDACTED] with a net revenue value of [REDACTED] [REDACTED] S7(2)(f)(i),(h) LGOIMA 1987 <p>Auckland Convention Bureau (ACB)</p> <p>Notable bids submitted [REDACTED] [REDACTED] S7(2)(f)(i),(h) LGOIMA 1987</p> <p><u>Notable business events secured:</u> USANA Incentive in 2024.</p> <p>There are 86 future business events confirmed for Auckland (to 2029) as a result of ACB's support with an estimated future economic value of \$78.7m</p>
City Wide Events Calendar timelines		
<ul style="list-style-type: none"> City Wide Events Calendar working to make some changes to what events are made public and those that need to be kept confidential. Comms plan and timeline for release being developed. 		

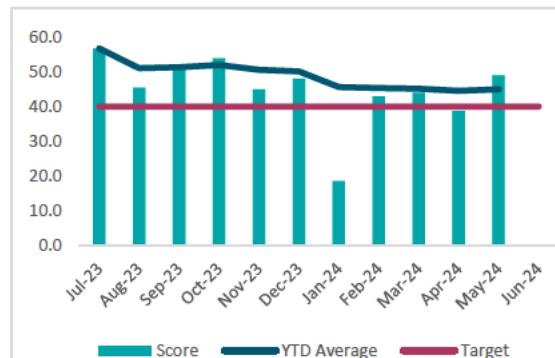
KPI RESULTS

Ticketed attendance Performing Arts (cumulative)



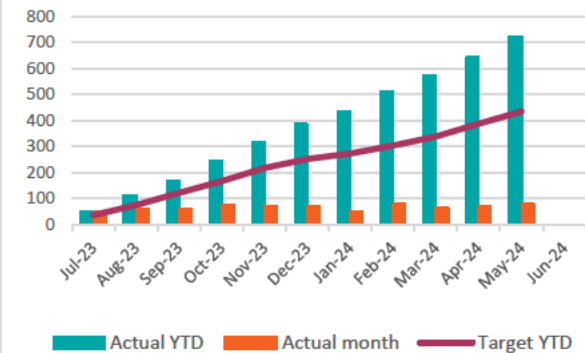
Ticketed attendance was **below target** at the end of April, at 521k

NPS for TAU audiences and participants Performing Arts



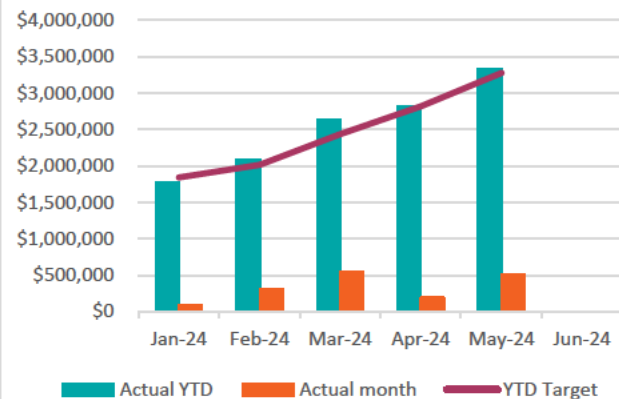
Performing Arts' NPS score year to date is tracking **above target** at 44.9 YTD

Number of Performing Arts events



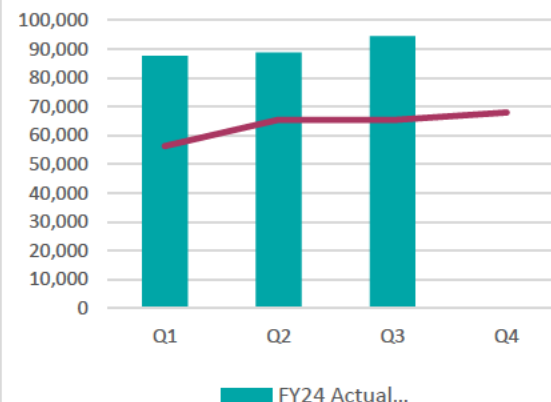
The number of Performing Arts events (721) was **above target** of 434 at the end of May

Performing Arts Financial YTD EBITDA



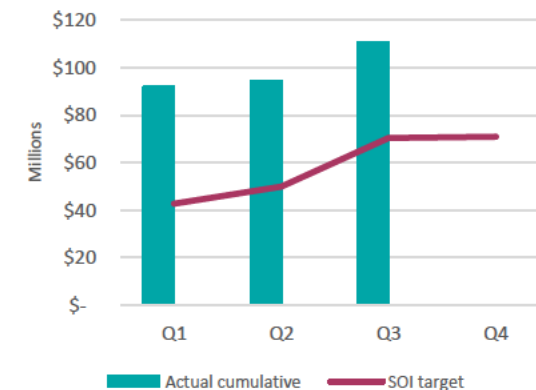
Performing Arts YTD financial EBITDA was **on target** - \$3.34m at the end of May, against a target of \$3.28m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

No. of children participating in educational experiences at Performing Arts (cumulative)



Performing Arts has already **reached the year-end SOI target**. This was mostly due to the large number of children participating at the FIFA Fan Festival.

Contribution to regional GDP from major & business events

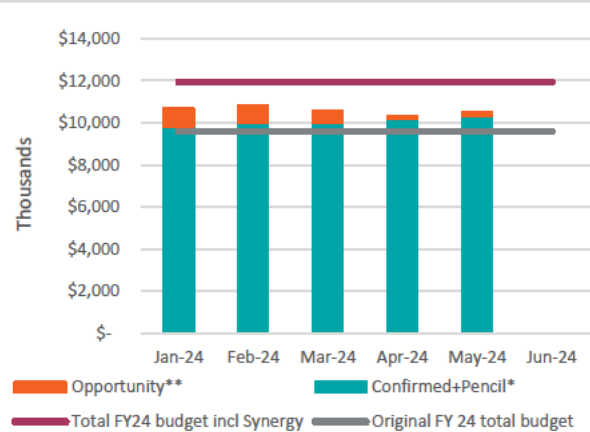


YTD SOI **target has already been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed more than \$87m to regional GDP.



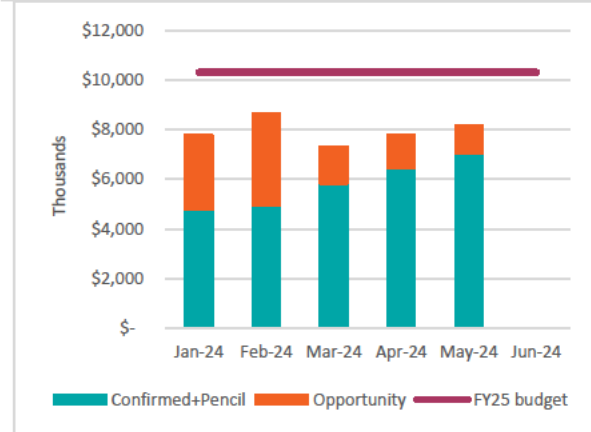
SOI measure or component of SOI measure

ACVE FY 2024 Forecast YE Revenue vs Budget



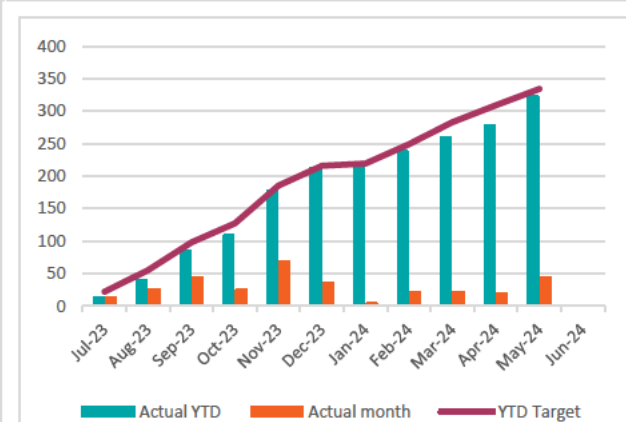
At \$10.32m, confirmed events are tracking -14% on the FY24 budget. VEC comprises 42% of revenues and Aotea 30%.
**Confirmed category includes confirmed events and 1st Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held)*

ACVE FY 2025 Forecast YE Revenue vs Budget



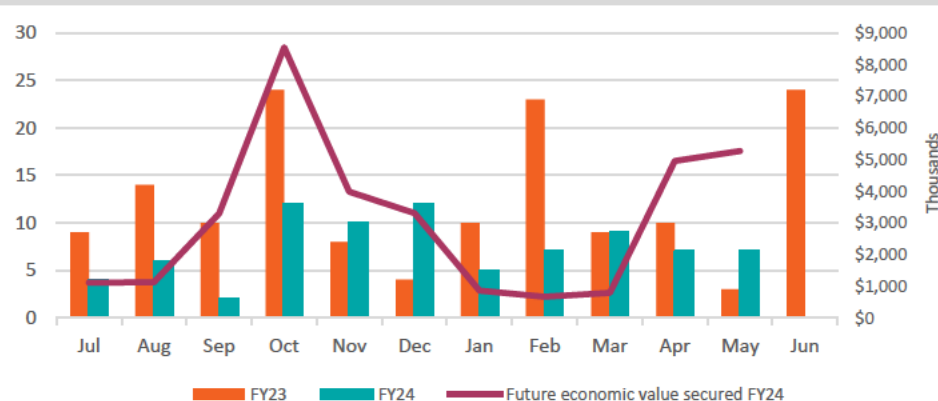
ACVE FY25 budgeted venue revenue is \$10.3m. Based on current bookings, \$7.0m of this revenue is confirmed, 68% of YE Budget. A further \$1.12m of opportunities is in the pipeline.

ACVE Number of events (cumulative)



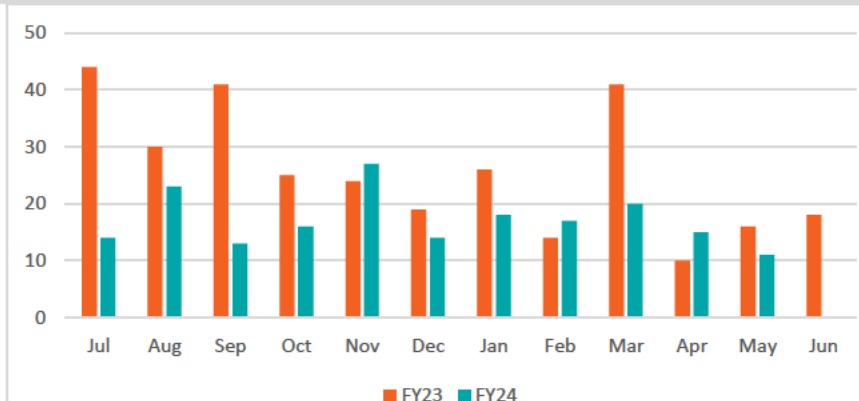
The number of ACVE events was slightly below target at the end of May at 322 events (target 334)

Auckland Convention Bureau - business events secured



ACB helped to secure **7 new business events** for Auckland in **May** with an estimated **\$5.2m** of future economic benefit to the region. Four events are for 2024, two are due to be held in 2025 and one is due to be held in 2026.

Auckland Convention Bureau - new opportunities supported



In May, ACB generated or assisted with **11 new business events opportunities** for Auckland with dates through to 2027 and an estimated economic value of **\$8.2m** if all were to be secured.

Facilities

NZ Maritime Museum

- **Sentinel – Seabirds of Aotearoa** has attracted solid visitation and engagement, with associated programmes – especially those aimed at families – being well attended. This is reflected in the continuation of strong visitation numbers in the weekends, despite the regular seasonal drop of tourist visitation during the week.
- NZMM is recasting its temporary exhibition planning to allow more staff time to be spent on multi year gallery renewal project. In addition to longer display times, the museum is pivoting content to provide for test cases for permanent gallery installations
- **Percy Vos yard** has moved into a capital improvement phase intended to run the rest of 2024 – focussed on bracing the floor to allow for more weight, and installing a full workshop ventilation and extraction system. Concurrently, NZMM is developing MOUs with community partners, with the intention of offering a public facing programme in the new financial year.
- Work continues on the **collection storage move**, with construction well underway at the new Manu Taiko site. The museum has now received all consents, allowing racking to be installed and the larger collection items have begun to be moved

Auckland Stadiums

- The NZ Warriors v Dolphins match on 26 May was the ninth consecutive sold-out NRL match at Go Media Stadium, dating back to August 2023. With the two June matches already sold out, the Warriors are eyeing a sell out season, which would reportedly be a first for an NRL club.
- May saw the start of the weekly Wednesday night Auckland Rugby League (ARL) club matches on Arena 2 at Mt Smart. The men's and women's double headers are televised live on Sky television and are part of the ARL's strategy to lift the profile of local rugby league. The weekly matches continue through until 24 July.
- North Harbour Stadium hosted the Black Ferns v Australia match on 25 May. The scanned in attendance was 5,735, [REDACTED]. The event delivery went very well with positive feedback received from NZ Rugby.
- Moana Pasifika completed their home season at Go Media Stadium on 25 May in front of a crowd of 1831. Despite improved on field performances, the franchise continues to struggle with poor ticket sales. [REDACTED]
- Overall event activity in May was slightly lower than April across Auckland Stadiums sites with a total of 117 event days attracting 49,979 attendees.

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

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

Auckland Art Gallery Toi o Tāmaki

- **Guo Pei: Fashion Art Fantasy** exhibition closed 5 May concluding a 121 day run and exceeding the visitation target of 70k by 7,158. At 55,887, ticket sales came in just under target of 59,097.
- **Exhibition** construction and installation is underway for *Aotearoa Contemporary* and The Walters Prize 2024 for 5 July 2024 opening.
- **Publishing** production is underway for three new catalogues for upcoming exhibitions (Walters Prize 2024, Modern Women exhibition, photographer Mark Adams). All Gallery publication stock sold out at Melbourne Book Fair 2024.
- **508 students from 14 schools participated** in the Pat Hanly Creativity Project over two weeks of intensive study at the gallery 20-31 May.

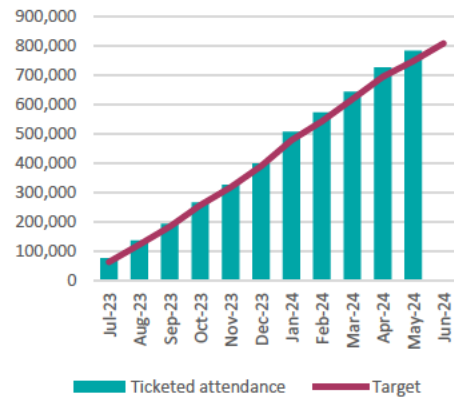
- **Kaupapa Māori** commenced four internal courses for Te Reo Māori 'Heru Hāpai Cultural Uplift' programme servicing different levels of comprehension across staff and response has been positive. *Matariki Whānau Day* planning is underway for celebratory activities on 28 June. Positive engagement occurred with Taranaki iwi over William Strutt acquisition. The iwi provided narrative to be included within text.
- **Public Programmes** received 315 visitors for a free Music Month performance in Te Ātea and 95 visitors attended a free On Being Chinese poetry event.
- **E.H. McCormick Library** officially accessioned Betty Curnow *Mexicana* fabric into the collection.
- **Visitation attained a +16.6%** variance against monthly target with 39,057 visitors in May (+14.6% up on May 2023), despite being in a 'low period' with Grey and Farmer galleries being closed for rehang and new exhibition install. YTD total visitation 476.1k (target 420k) with projected visitation 518.8k. In May 2024, the Gallery also had 100 pax in private tours. Retail up \$20.5k net total on May 2024 target with *Guo Pei* product exceeding target of \$226k by \$96k and post exhibition closure on sold leftover merchandise to M+ Hong Kong, so minimal residual stock.
- **Membership** tracking well with 454 memberships sold this month and \$37,122 revenue for May 2024 (+30% against target), with an overall projection of 100% revenue against target.

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

<p>Auckland Zoo</p> <ul style="list-style-type: none"> • YTD visitation was 787,440, more than 40k ahead of target and 28.5k ahead of the same period in FY23. May visitation was 5% ahead of target at 56,050, the second highest on record • May revenue from all sources was \$1.02 and YTD \$13.04m, 8.9% ahead of budget. • veterinary team provided a contract service to SEALIFE Kelly Tarlton's to ensure the best health care for their diverse and challenging variety of animals. This month a spotted eagle ray sustained a wound to the tip of its left wing which needed to be sutured, requiring an anaesthetic. In water anaesthesia was followed by a dry procedure but with water and anaesthetic continuously flowing through the gills to maintain sedation a highly complex but ultimately successful procedure. • For the first time in Aotearoa New Zealand, a snake is being legally held and on display to Zoo visitors at the vet hospital. The yellow-lipped sea krait is one of a handful of sea snakes listed as native and is therefore fully protected by New Zealand law. The snake washed up on Takapuna beach in December 2022 and was carefully and intensively rehabilitated. This is an entirely unique and hugely exciting opportunity to educate zoo goers about the presence of these animals in Aotearoa waters and to celebrate everything that is so amazing about these much maligned and misunderstood creatures. • A team of six from the Zoo journeyed to Te Hauturu-o-Toi / Little Barrier Island to collect the last adult wētāpunga for the final phase of the zoo's breed for release project. They will hopefully all contribute new genetics to the programme and ensure that this world renowned recovery initiative can be professionally exited according to plan in the next 2 3 years. • conservation learning team connected with 7149 rangitahi in May. This included 4800 who had facilitated learning session, 655 through the Zoo's Tamariki Time programme, and 879 who benefited from one of online learning sessions. 	<p>Film Studios</p> <div data-bbox="1137 167 2063 957"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>
<p>Aotea Arts Quarter</p> <div data-bbox="197 1114 1106 1369"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p>Integrating Auckland's cultural institutions</p> <ul style="list-style-type: none"> • Council is leading work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board. • A political working group led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM. • A meeting of the working group was held in April with MOTAT and Stardome in attendance and discussions between all parties continue. There is one more meeting expected of the PWG on a yet to be decided date in July.
<p>Western Springs Precinct</p> <div data-bbox="197 1449 331 1484"></div> <p>S7(2)(f)(i),(h) LGOIMA 1987</p>	<p>Single Operator Stadiums Auckland (SOSA)</p> <div data-bbox="1137 1449 1272 1484"></div> <p>S7(2)(f)(i),(h) LGOIMA 1987</p>

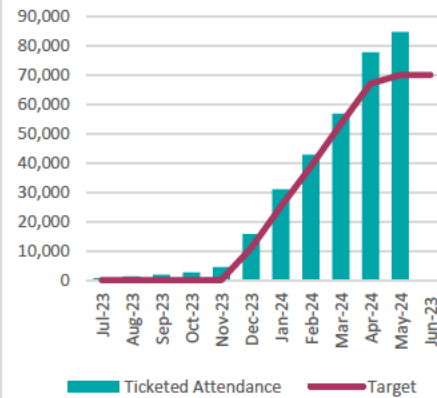
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative)



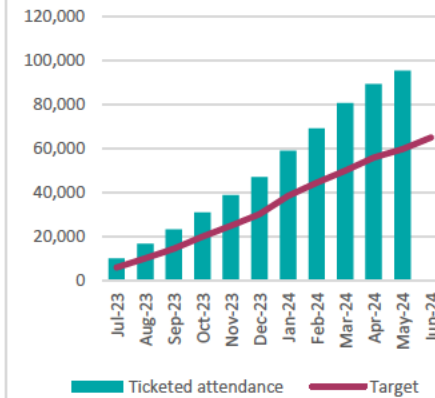
The Zoo's ticketed attendance is **ahead of target** at 782.7k YTD

Auckland Art Gallery ticketed attendance (cumulative)



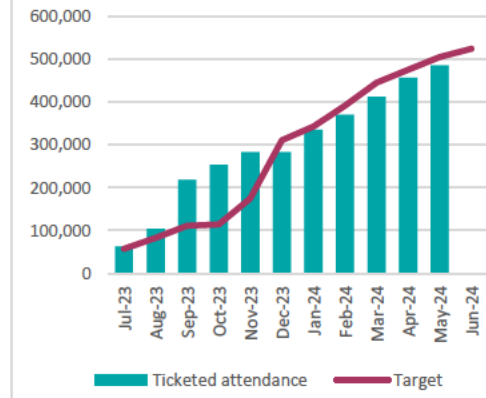
The Gallery's ticketed attendance was 84.6k at the end of May, which is **above target**

NZ Maritime Museum ticketed attendance (cumulative)



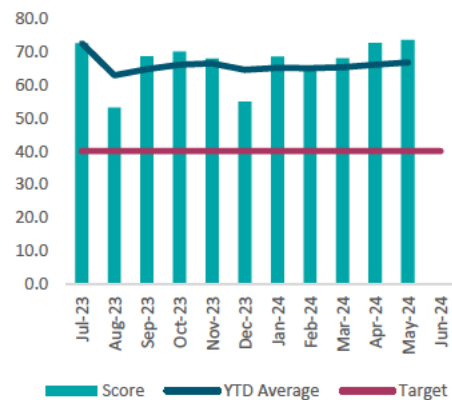
The Museum's ticketed attendance is **above target** at 95.3k YTD

Auckland Stadiums ticketed attendance (cumulative)

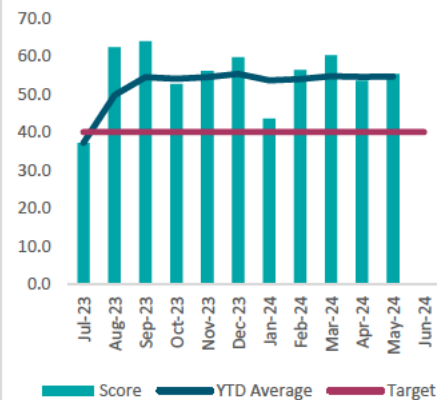


Auckland Stadiums' ticketed attendance is **below target** at 485.8k YTD

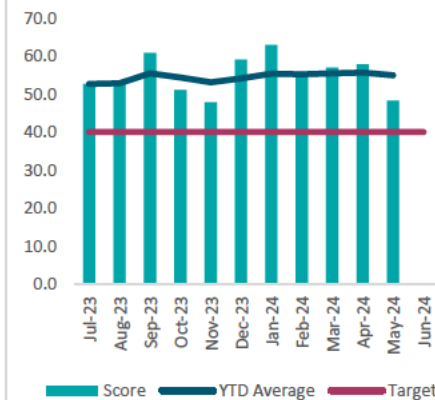
Auckland Zoo NPS



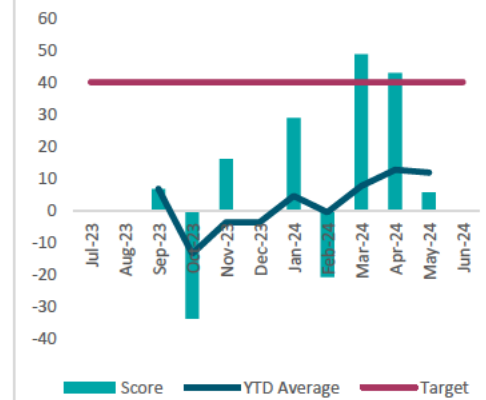
Auckland Art Gallery NPS



NZ Maritime Museum NPS



Auckland Stadiums NPS



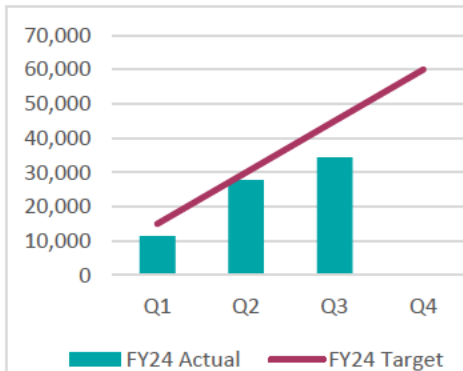
The Zoo's YTD NPS is tracking **ahead of target** at 66.6

The Gallery's YTD NPS is tracking **above target** at 54.6

The Museum's YTD NPS is tracking **above target** at 55.0

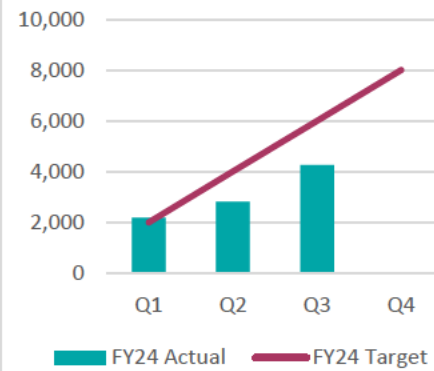
Auckland Stadiums' YTD NPS score is tracking **below target** at 11.8. An NPS of 5.6 in May was based on one Black Ferns vs Australia game at North Harbour Stadium only.

No. of children participating in educational experiences at Auckland Zoo (cumulative)



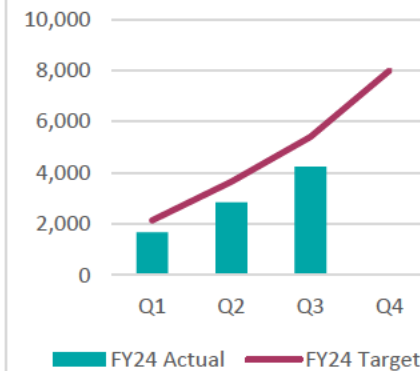
YTD Q3 results for the Zoo were **slightly below target**

No. of children participating in educational experiences at Auckland Art Gallery (cumulative)



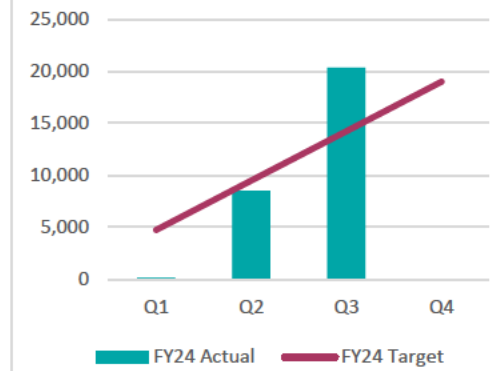
YTD Q3 results for the Gallery were **below target**

No. of children participating in educational experiences at NZ Maritime Museum (cumulative)



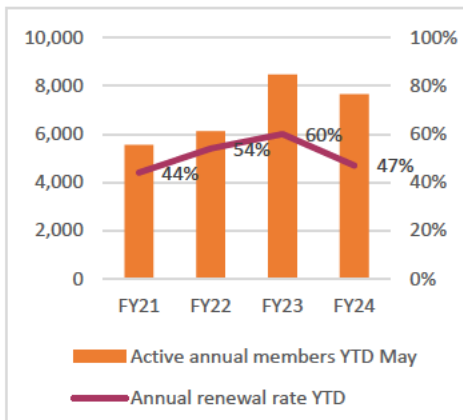
YTD Q3 results for the Museum were **below target**

No. of children participating in educational experiences at Auckland Stadiums (cumulative)

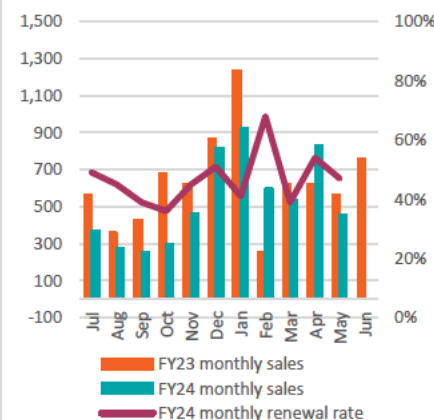


YTD Q3 results for Auckland Stadiums were **above target**

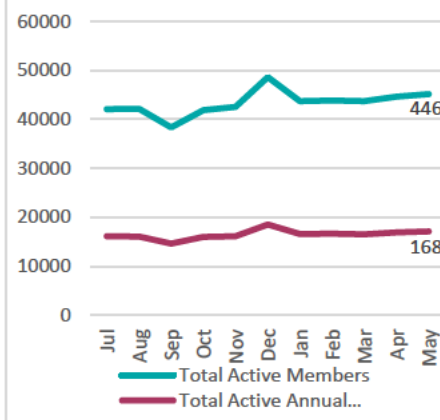
Annual Auckland Art Gallery membership



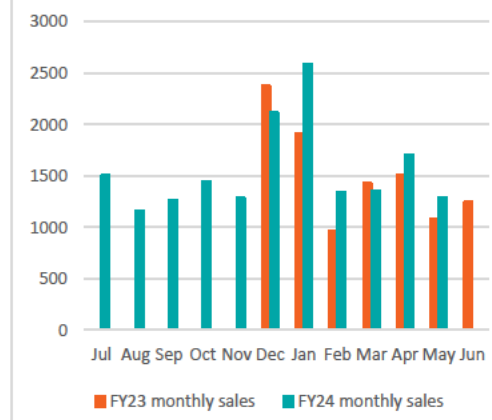
Monthly Auckland Art Gallery membership



Annual Auckland Zoo membership



Monthly Auckland Zoo membership



The Gallery's YTD average renewal rate is 47% and there are 7659 active members at month end.

Monthly renewal rate was 47% in May and 454 memberships were sold.

At the end of May, the Zoo had 16,892 active passes and 44,653 active members

1293 Zoo memberships were sold in May, slightly more than in May last year (1080).

Economic Development

Visitor Economy

- **Destination Auckland Partnership Programme (DPP)** The FY25 Programme has 44 companies registered to date. [REDACTED]
[REDACTED] A DPP industry event was held 12 June to encourage further sign ups as well as provide an update on key activity planned for FY25. Minister of Tourism Matt Doocey attended
- **Cruise** – end of season meeting held with key operators, volunteers, port reps and cruise lines. Winter cruising starts 8 July and will see approx. 40,000 passengers coming to Auckland this winter. P&O Cruises Australia to discontinue operations of brand, resulting in the loss of Pacific Explorer, home porting in Auckland and no future winter cruising effective from 2 March 2025. Increased costs, including compliance to cruise in New Zealand were a contributing factor.
- **Trade marketing** – key trade famils with TNZ and Virtuoso (luxury sellers), as well as a famil taking place end of June with agents from China.
- **Māori Tourism** –TAU will host Barefeet a US broadcast production here for Matariki. Two episodes will be produced covering a range of Māori cultural experiences in Tāmaki Makaurau. 2.5million viewers watch each episode. TAU Tourism and Māori Outcomes teams have assisted in organising and funding this project.

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

Screen & Creative

- **Screen Auckland fee review** communicated industry and stakeholders in lead up coming into effect in July.
- **Major filming event** – [REDACTED]
[REDACTED]
- **Te Puna Creative Innovation Quarter, Henderson**
[REDACTED] Fifth (and final) Te Puna Establishment Group hui held

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


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

Economic Transformation activity

- **City Centre Work Programme** – City Centre Investment Prospectus copy complete and photography and drone footage taken. Draft document will be shared for review by end of June.
- **Economic Intelligence** Ongoing support for the ED rō ū on a range of pieces including the GridAKL 10-year economic impact assessment, business events/ED alignment research and Te Puna economic impact and business case work.
- **Strategic publications** the Auckland Growth Monitor, tracking Auckland's industrial performance, and State of the City international benchmarking, are due for publication July and August.
- **Pacific Skills shift and Project Ikuna** Last delivery month for Project Ikuna. Confirmation that MBIE will continue to fund Alo Vaka, but awaiting information on any plans to fund further micro credentials.

Tech & Innovation

- **Startup Aotearoa programme (funded by Callaghan Innovation)** continues to support entrepreneurship in May **46 x founders engaged with GridAKL Advisors**. NPS score of 83 overall.
- Successful **TAU Techweek 2024** programme (20-26 May) **GridAKL Bootstrappers Breakfast** with 30 participants and AI focus, **GridAKL Open Day, State of the City Innovation** panel moderated by Pam Ford, **GridAKL Entrepreneurship Ecosystem** session with 80 participants on doubling the number of startups, **Outset Ventures** open evening, **HiTech Awards** hosting, **GridAKL IndieGames** with 35 independent games showcased to 350 attendees.
- **Future Wynyard 2050 Hackathon** launched (27 May) in partnership with **Datacom/IBM, Chorus**, and with climate challenges from **Fonterra, Kiwibank, Chorus, Mott Macdonald, Precinct Properties, Climate Connect Aotearoa**.

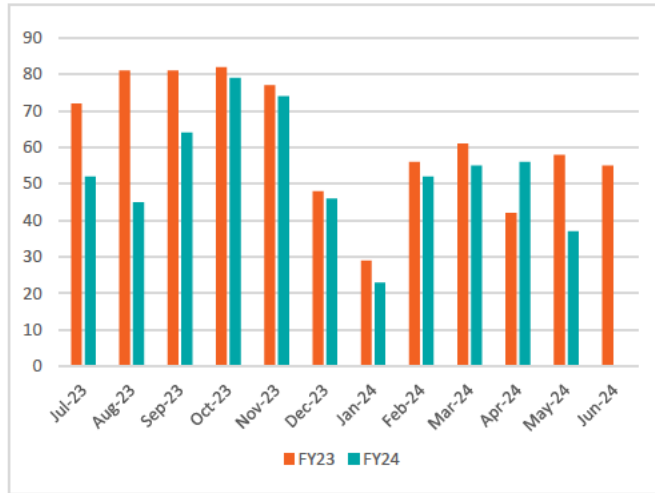
<ul style="list-style-type: none"> • Sites and Places of Significance to Mana Whenua and filming – update in Māori Outcomes. • Screen Taskforce high level industry and city stakeholder group briefed on incoming major filming event and opportunity to establish a new city wide approach to film friendliness through this project. 	<ul style="list-style-type: none"> • GridAKL/Startup Weekend Tāmaki Makaurau (7-9 June) with 70 participants, 16 mentors, 3 judges for final pitches. Supporting development of entrepreneurial capability in Auckland. • The GridAKL Innovation Network continues to grow with 125 companies/923 individuals at GridAKL, 17 companies/51 individuals at Click Studios, 7 companies/32 individuals at GridMNK.
Investment and International	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> • TAU hosted a delegation from Changsha, China with TAU Board director, Carol Cheng. The visit showcased GridAKL and outlined TAU's role in the tech and innovation eco system. • Discussion underway with Denver, Colorado re possible collaboration in the start up/tech area. •  <p style="text-align: right;">S7(2)(f)(i),(h) LGOIMA 1987</p>	<p>Updated every two months – update for May - June</p> <p>Action E2: Climate Connect Aotearoa (CCA)</p> <ul style="list-style-type: none"> • All speakers were confirmed for the mātauranga Māori hui on 5 June. Preparations continued to be a key focus of CCA resource, including marketing. • Co design workshops were held for the SME adaptation platform, with the storyboard and content developed. • A Project Group meeting was held for the Green Jobs Pilot. The supplier's progress was not as expected and a slight rescoping was required. • Phase 1 of the community battery research was received, with the draft being reviewed for feedback and amendments. • For the energy challenge, a 'benefits' calculation is complete. CCA is awaiting an update from Counties Energy regarding its board's decision to fund solar panels. • The Wynyard 2050 Open Innovation live pitch event was held. CCA submitted a challenge focused on energy sharing within Wynyard Quarter. • Ongoing work with the internal legal team to set up a trust for CCA. <p>Actions E1 & E4: Sector vulnerability and just transition</p> <ul style="list-style-type: none"> • The quarterly climate action hui was held for Arts, Culture, Sport and Recreation with representatives from Auckland Museum, Auckland Arts Festival, Spark, Auckland Art Gallery, and Auckland Live and ACVE

KPI RESULTS

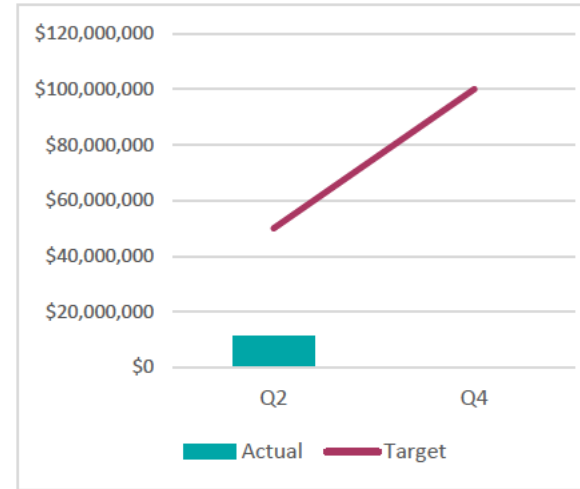
Screen permits processed

Attributable value of private sector investment secured






Impact from the US writers' and actors' strike was clear in the decrease in permits year on year in the first months of FY24. More recently, the numbers of permits processed has returned to similar monthly levels, year on year although activity in May was down on last year.



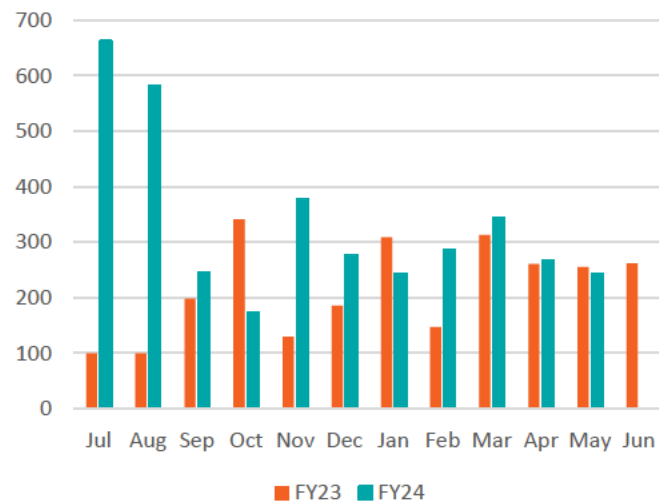
The KPI is **on track** – there's an excess of \$100m of screen deals in the pipeline that TAU expects will be confirmed before year-end.

Brand and Reputation

Visitor	Events	Cultural Organisations
<ul style="list-style-type: none"> • Hosted food and cultural social media influencers @brentobox from Australia and @eatingwithtod from UK. • Work underway on consumer campaign for end Aug Sep to drive 2+ days AKL & 2+ days. • Mid-campaign AU results via Newscorp partnership incl. sponsored article = 4.6 i impressions • Mid-campaign NZ results via Stuff partnership incl. sponsored article, = 7 i impressions and 29k clicks. • Communications for Discover Auckland turns 1 1.2m visitors to the site and 80k+ referrals to tourism operators, cultural organisations, events and restaurants. • Presentation of Joots' Nighttime Economy research findings to City Centre Residents Group. • Continuing to work with key stakeholders to manage ongoing impacts of Wynard Bridge closure. 	<ul style="list-style-type: none"> • World Choir Games welcome video delivered with intro provided by Deputy Mayor Simpson. • Two days of social content capture booked for Winter campaign and media planning underway. • Media releases for International Congress and Convention Association (ICCA) statistics ranking Auckland in top 100 worldwide for hosting international conferences, and 31st International Conference of Neural Information Processing 2024 (ICONIP) win • Meet my Auckland campaign achieved 385k impressions to date with third video now produced. • Supported the marketing of 45 event campaigns and four Auckland Live marketing campaigns. • Ticketmaster demographic breakdown for May 2024 • Delivery of May triple-header, three major events across two venues in two days: Black Ferns, Moana Pasifika & Warriors. (25 26 May) 	<ul style="list-style-type: none"> • Post campaign analysis showed Guo Pei marketing achieved 1.3 reach 30k clicks and 1.45 engagement. • \$231k revenue secured across Zoo membership campaign period, incl. 48% via online sales • 65 Zoo news stories including exclusive coverage about sea krait (water snake) on TVNZ 1News also the top Zoo Facebook post for May reaching 97,505 accounts organically. • Proactive media engagement about the Zoo's conservation efforts for the awakōpaka skink resulted in 26 media stories. • Sentinel opening weekend saw an approx. 30% increase in visitor numbers with exhibition Meta ads achieving 1.3m impressions
Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> • Still shoot completed and video shoot in pre production for <i>Happy Guide to Auckland</i> campaign Aucklanders & fly/drive teaser live w/c 10 June. • TNZ video partnership, Auckland tourism content <p>LGOIMA:</p> 	<ul style="list-style-type: none"> • He Kete Mātauranga: Mātauranga and Climate Innovation Hui on 5 June. Marketing generated 150 registrations (maximum) and 120 attendees • Climate Connect Aotearoa LinkedIn awareness campaign resulted in 50% increase followers • innovative survey received excellent results 50% from industry. This will shape the campaign for Tech Auckland. • Science Sector Advisory Group key messaging and submission review • Invest LinkedIn Awareness campaign – April to June 2024 Reach: 133,322, clicks to Invest Landing Page: 1,363 • Latest article Pro-Clima: European expertise to NZ construction. • Auckland Index LinkedIn paid campaign Researchers: 157,098 impressions. NZ Govt: 21,481 impressions. Universities 173,000 impressions 	<ul style="list-style-type: none"> • Research completed for commercialisation features including recommendations. • Briefed AKQA to optimise user experience on explore & event pages & integration of user generated content

KPI RESULTS

Media coverage mentioning TAU



A **9% decrease** compared to April. May coverage analysis showed 243 mentions and cumulative potential reach of 9,410,713. Coverage included stadiums, Aotearoa Music Awards, the Auckland Writers Festival (supported by TAU), and Auckland Zoo's efforts in a skink breeding programme.

Discover Auckland Platform Performance

Sessions: Interaction of individual user with website within a specified time period e.g. a session initiates when a user opens website and no session is currently active



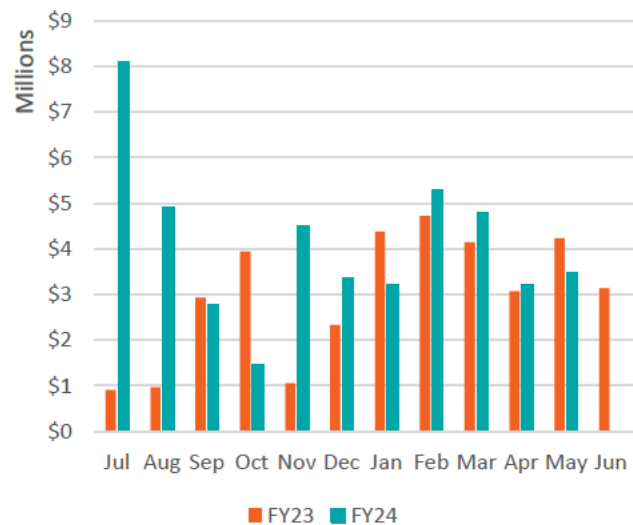
May sessions increased by 3% vs April. Average sessions per month over the last year are 133k.

Conversions: The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



In May, operator top links were Weta Workshop, Queens Rooftop & Wineshop and Sea Life Kelly Tarlton's. Top event links were Auckland Writers Festival, NZ International Comedy Festival & Mother's Day High tea at Pullman.

Equivalent Advertising Value (EAV) of TAU media coverage



Despite the lower coverage reach, May experienced a **7% increase** in equivalent advertising value, reflecting the high value of the long-form online content achieved for the ongoing and extensive interest in Auckland Council's stadium options.

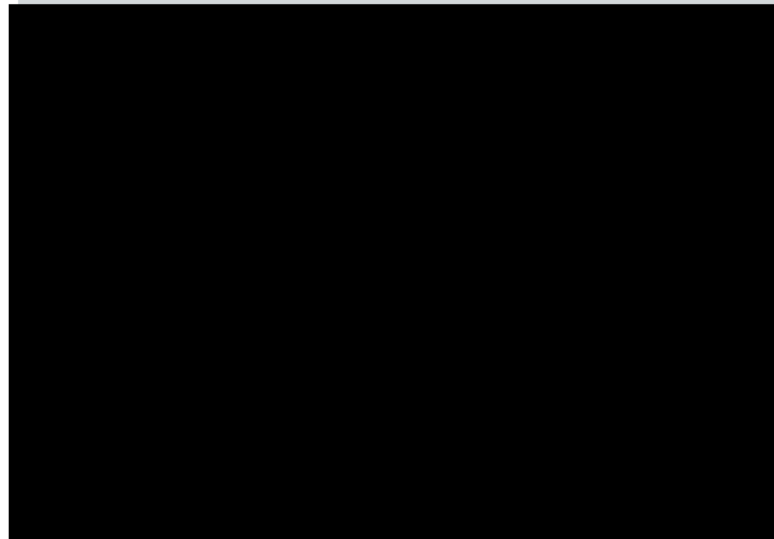
Top Cities - 1 May - 31 May

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	51,818	51%	60,682	50%
2. Christchurch	New Zealand	12,255	12%	13,878	11%
3. Wellington	New Zealand	7,531	7%	8,536	7%
4. Sydney	Australia	3,728	4%	4,276	3%
5. Hamilton	New Zealand	3,555	3%	4,109	3%
6. Melbourne	Australia	3,101	3%	3,558	3%
7. Brisbane	Australia	1,985	2%	2,225	2%
8. Tauranga	New Zealand	1,784	2%	2,045	2%
9. Whangarei	New Zealand	1,229	1%	1,440	1%
10. Lower Hutt	New Zealand	915	1%	1,032	1%

Auckland continues to be the largest % of users of the site. 85% of the Australia users are from Sydney, Melbourne and Brisbane which are the primary target audiences. Top three countries are New Zealand (81%) Australia (10%) and US (2%).

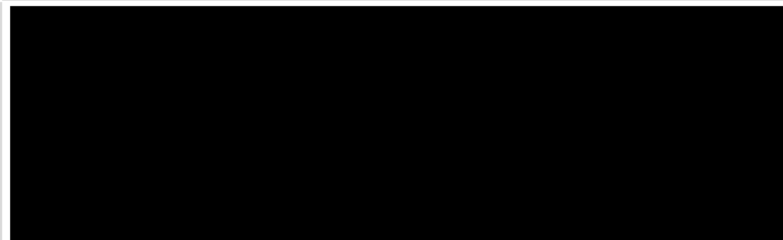
Organisation and Social Enterprise

Group Shared Services Implementation



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

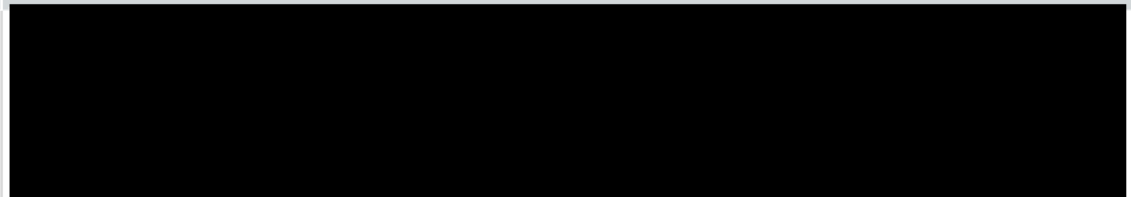
Commercial Revenue & Partnership Strategy



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

- **Ticketing RFP:** completed. Awarded to Ticketmaster

ICT Enhancement

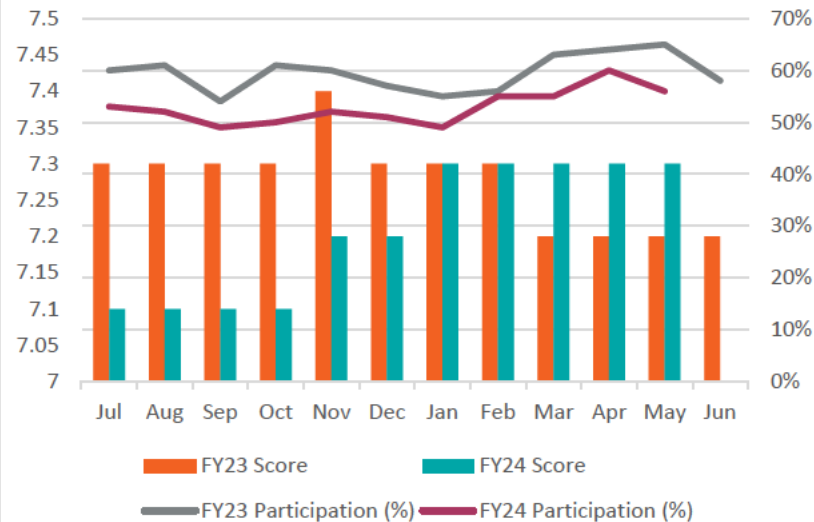


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LGOIMA 1987

- **Transition to Council Shared Services.** The move to standard End User Devices is progressing more quickly now, with 57% of permanents and 52% of casuals transitioned, forecast to be complete in July. This transition will enable council to remediate a number of cyber security risks that have been identified.
- An FY25 roadmap is being developed for the **Discover Auckland platform**, which takes into consideration the outcomes of the customer research on commercialising the platform, the Auckland Pass, which is part of our SOI, in addition to the core objectives of the site articulated through the 'jobs to be done' research.
- Discovery work has commenced for the **Gallery, which aims to transform the website into a digital extension of the physical gallery space**, enhancing its role as a primary touchpoint for art and culture specialists and enthusiasts.
- **Dexibit** data analytics platform project is progressing well, a number of data sources have already been connected, with the initial focus on attendance data for the CE and council reporting. Workshops are being held to establish the business rules behind the data, to ensure that through the automated data uploads we transform the data to create a single version of the truth, and remove the effort required for data manipulation and reconciliation.
- Testing is underway on the payment functionality for the **Zoo's Learning Management System** which is due for release at the end of July.
- Work has begun to define the **rōpū 360 customer view**, understand the data points and source systems, and how these will be integrated into and then modelled into Salesforce Data Cloud. In tandem, work is progressing to define how TAU can increasingly personalise the content that is being delivered to customers throughout its technical ecosystem.
- The Enterprise Integration Platform is being increasingly utilised in end end solutions, with the delivery of an **event portal** in mid June, which will allow staff from across the organisation and within council to view upcoming events.
- **automated upsell of membership for customers** who purchase a general admission ticket has been launched, bringing together the functionality of the ticketing and CRM systems, with the custom in house built membership portal.
- **BAU work** continues to ensure all of the applications and platforms remain supportable and secure, with a very smooth transition to the latest version of UB, a Salesforce release mid June, and an IPAD refresh planned for late June.
- Refer to CE sub reports in Resource Centre for Customer Strategy/ CRM/eDM benefits dashboard.

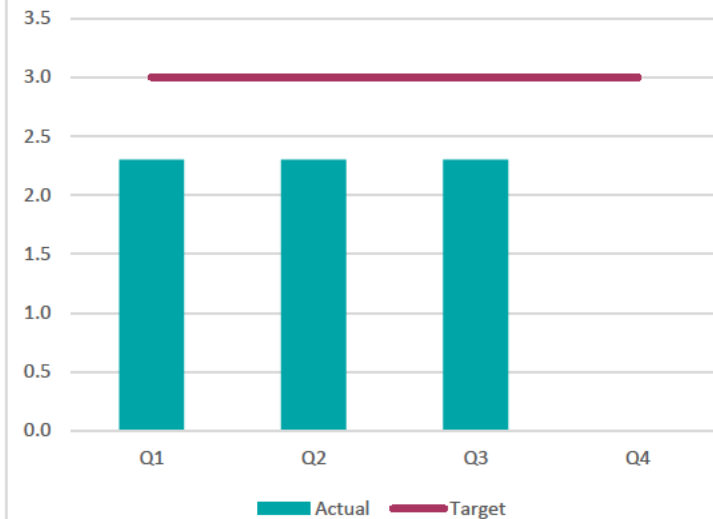
KPI RESULTS

OfficeVibe engagement score and participation



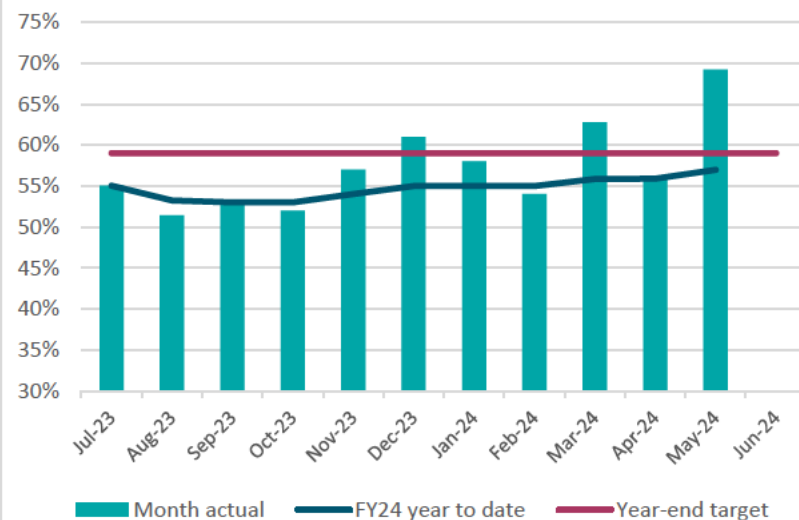
Participation has declined slightly this month to 58% but the engagement score has remained the same at 7.3 – the highest score since the beginning of the FY.

Cybersecurity posture



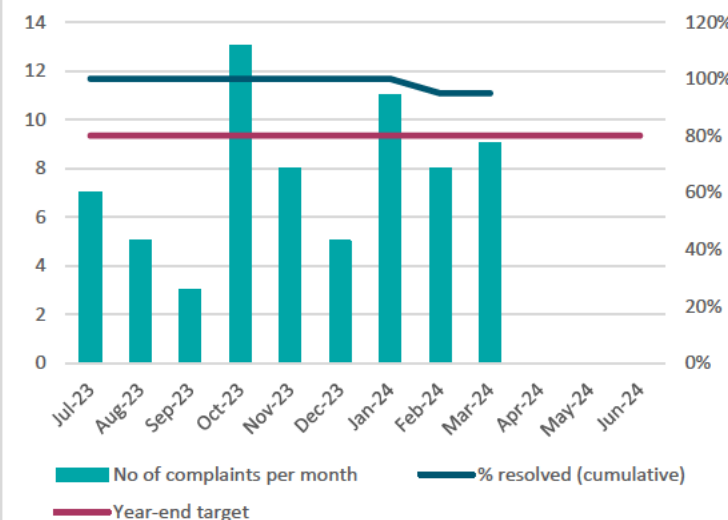
No cyber security breaches

% expenses through non-rates revenue



At 57%, the year-to-date percentage of expenses funded through non-rates revenue was below target of 59% at the end of May, but has been growing since Feb.

% of customer complaints resolved within 10 working days



95% of complaints had been resolved within 10 working days to the end of Q3. On target.

Māori Outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

- **Ngā Toki Whakaruruanga Imagine Natives Think Tank:** TAU is supporting the coordination of a small one day wānanga in July that will bring together Māori creatives in music, writing, tā moko, whakairo, kapa haka and other creative fields to focus on Free Trade Agreements and mātauranga Māori cultural and intellectual property. The wānanga is led by a consortium of iwi, academic and Māori media/creatives.
- **Auckland Unitary Plan and Indigenous Filming Protocol Changes for Sites and Places of Significance to Mana Whenua:** Following the release of the *Screen Auckland Filming on Sites and Places of Significance to Mana Whenua report*; Screen Auckland invited the wider screen industry to a webinar on 5 June. There were 40+ industry participants present. Screen Auckland provided an update on the progress to date, next steps, and indicative timing for the proposed Auckland Unitary Plan change. The screen industry working group also shared progress on a draft industry commitment document that aims to foster Tiriti driven partnership and collaboration. TAU had shared the first draft with iwi and hapū in May, on behalf of the working group. Feedback from Mana Whenua and Mātāwaka industry partners will inform the final document. The online session was recorded and will be shared in a pānui to the industry.
- **Māori Economic Development Strategy and Action Plan – TAU:** Work continues on a strategy and action plan to inform TAU's focus for Māori Economic Development. This work is resourced by funding from council's Māori Outcomes Fund, and a draft is due in July 2024.

Kia ora te Ahurea | Māori Identity and Culture

- **Commemorating Matariki:** Auckland Council has created a coordinated programme available through the [Matariki Festival website](#), in partnership with iwi host, Ngāti Tamaoho. The Marketing team has identified TAU activities that will be promoted through social channels, along with key Auckland wide activities such as the Tūrama illuminated installations along Queen Street. TAU's cultural Matariki programmes include free Matariki themed workshops at Auckland Art Gallery (the art of poi, live kapa haka performances, spoken word and dance), and creative tukutuku (weaving) workshop, free kaui whetū (star) making, and Matariki Storytime at the Maritime Museum. Auckland Live's programming includes Matariki with Ché Fu & The Kratez (with Auckland Philharmonia), art installation Mihi projected onto the Auckland Town Hall, food trucks in Aotea Square and waiata and toi Māori featured on the Digital stage. [REDACTED]
[REDACTED] For staff, [REDACTED] Māori Outcomes team is providing two Maramataka (Māori lunar calendar) workshops in July.
- **Promotional hero shoot:** Te Raukura Hawke (Ngāti Whātua Ōrākei) and Thomas Rawiri (Ngati Paoa & Ngai Tai) featured as key Mana Whenua talent in the Brand and Tourism teams' promotional hero shoot of Auckland at Maungawhau. The purpose of this shoot was to showcase Māori identity and Mana Whenua connections to their Tupuna Maunga.
- **Māori Tourism:** Early June, TAU hosted famils to introduce trade agents to key Māori tourism businesses, including Te Hana, Te Mahurehure, and Te Wehi Haka (The Haka Experience).

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

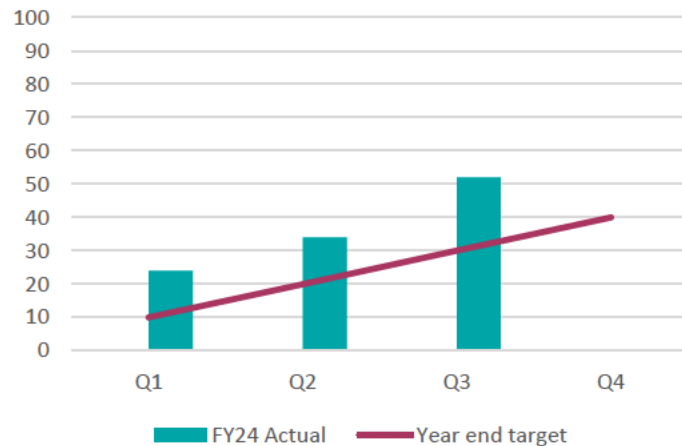
Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- **Māori Engagement Framework:** The purpose of this project is to develop and deliver a Māori engagement framework and resources that support TAU to successfully engage with Māori. The project has moved into the design phase. This is informed by reviews of council engagement, the work of other organisations in implementing engagement frameworks and kōrero with more than 40 kaimahi from across TAU rōpū, including members of Pou Hononga. There are existing engagement frameworks throughout the public sector that provide a base model, and the focus during the design stage will be ensuring the framework and supporting toolkit are tailored for TAU. Throughout May work took place to better align the engagement framework development with the TAU Customer Strategy project. The team also worked with Watercare and Ngā Mātārae to share organisational approaches to engaging with Māori and discussed opportunities to collaborate. [REDACTED]
[REDACTED] TAU will also develop evaluation approaches so that it can measure the impact of the framework. The new framework will be implemented in Q1 FY25.
- **Te Tiriti o Waitangi workshops:** The first of four Te Tiriti o Waitangi one day interactive workshops was successfully held at Aotea Centre in late May, with 22 kaimahi attending from across TAU. Led by experienced facilitators Treaty People, the workshops explore what Te Tiriti o Waitangi means for us all living in Aotearoa, with our many backgrounds and heritages. A further three workshops are planned for July and August.

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

KPI RESULTS

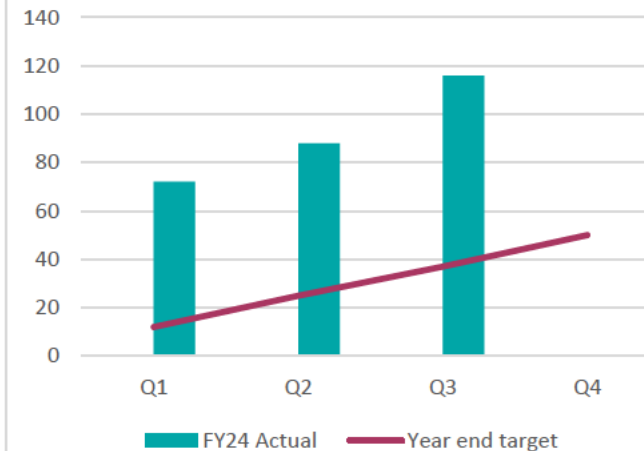
Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau



The year-end KPI target has been **achieved**

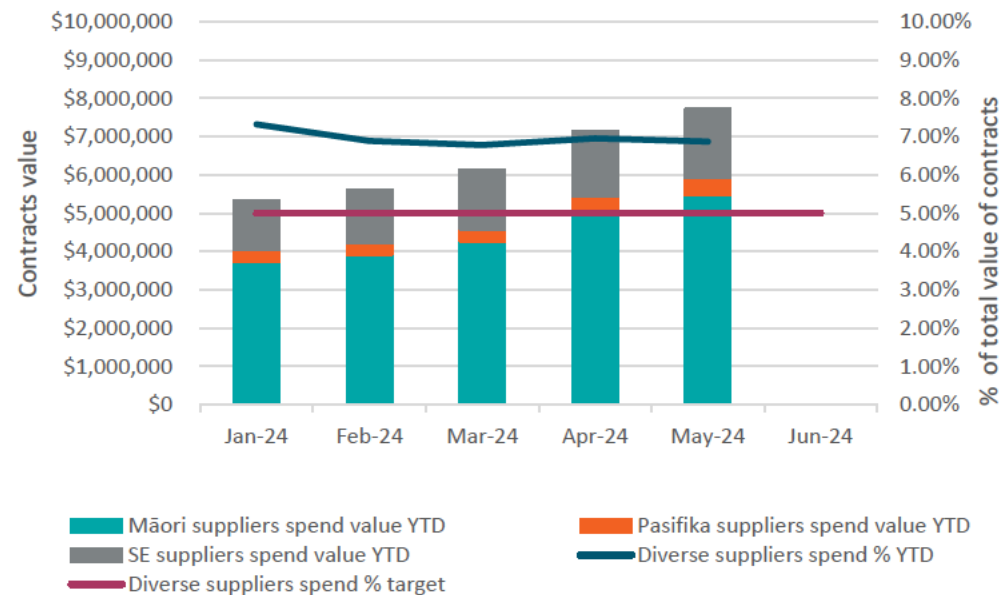
A paper is available in the Resource Centre that provides further detail on this measure.

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



The year-end KPI target has been **achieved**

Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific suppliers, Social Enterprise Suppliers)



TAU's diverse suppliers spend % is at 6.87% - **above the target** of 5%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of May (71%).

Māori and Pacific peoples suppliers are defined as organisations which have at least 50% Māori or Pacific peoples ownership (100% ownership if sole-proprietorship/trader).

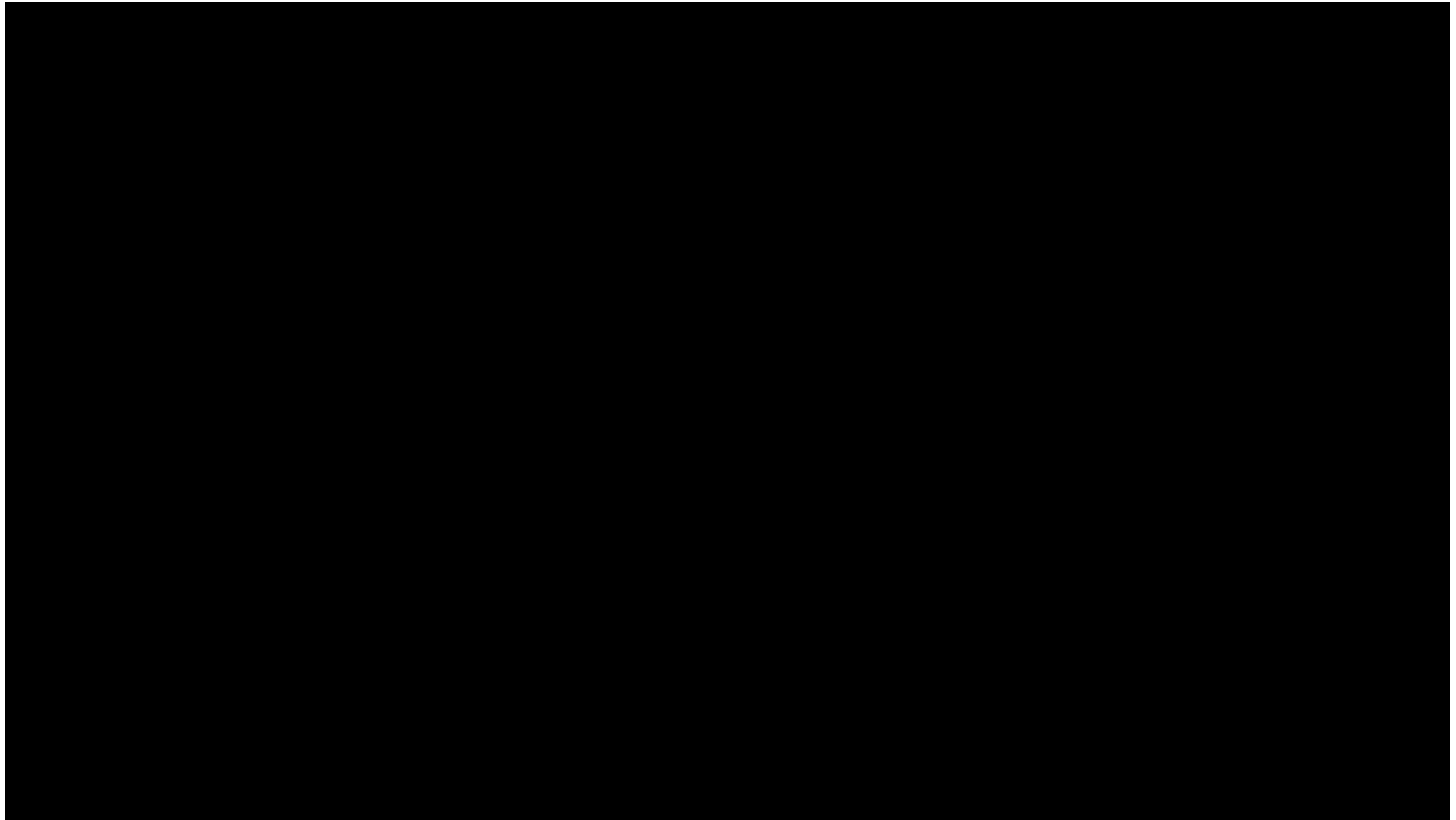
Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

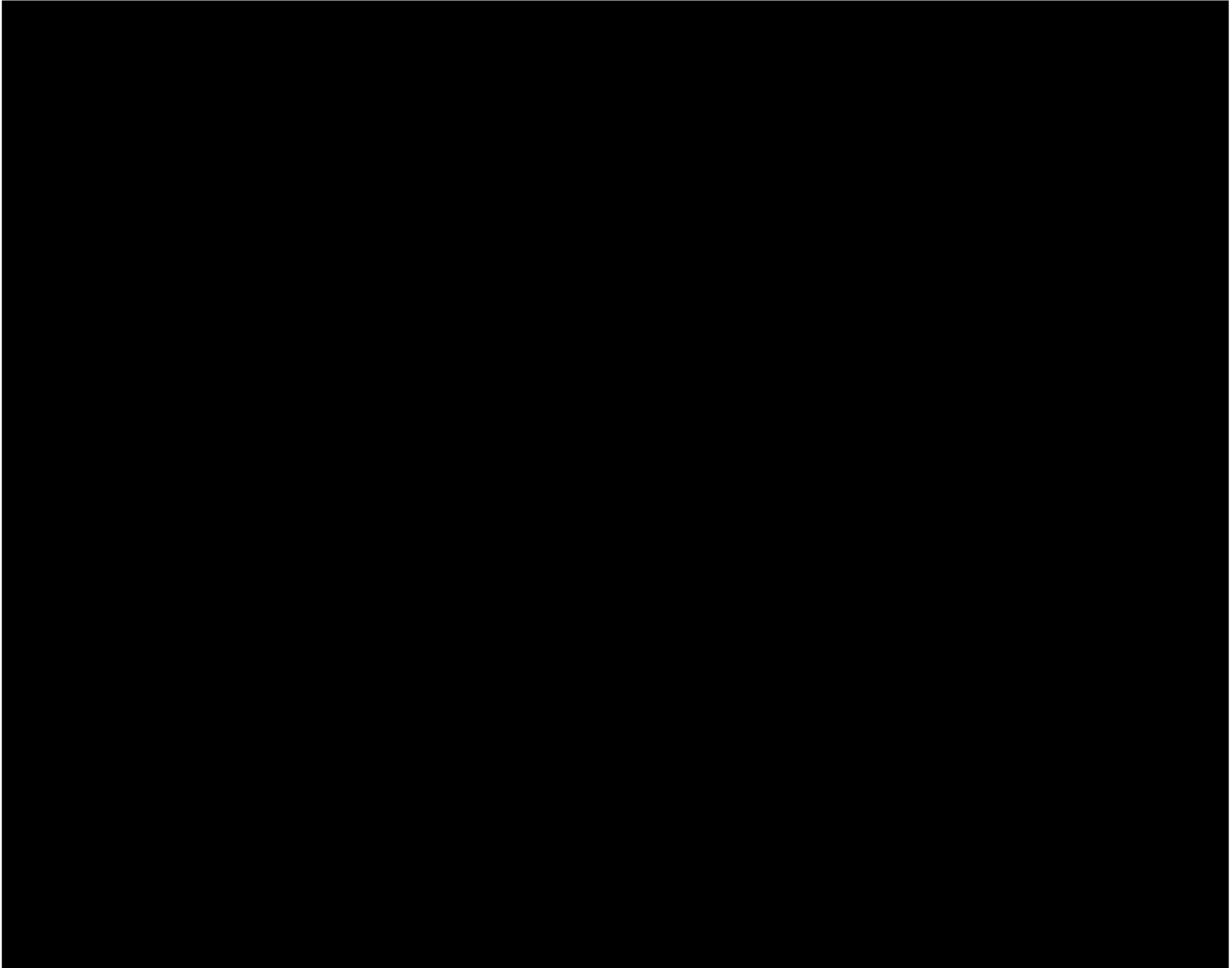
4. Schedule of Appendices

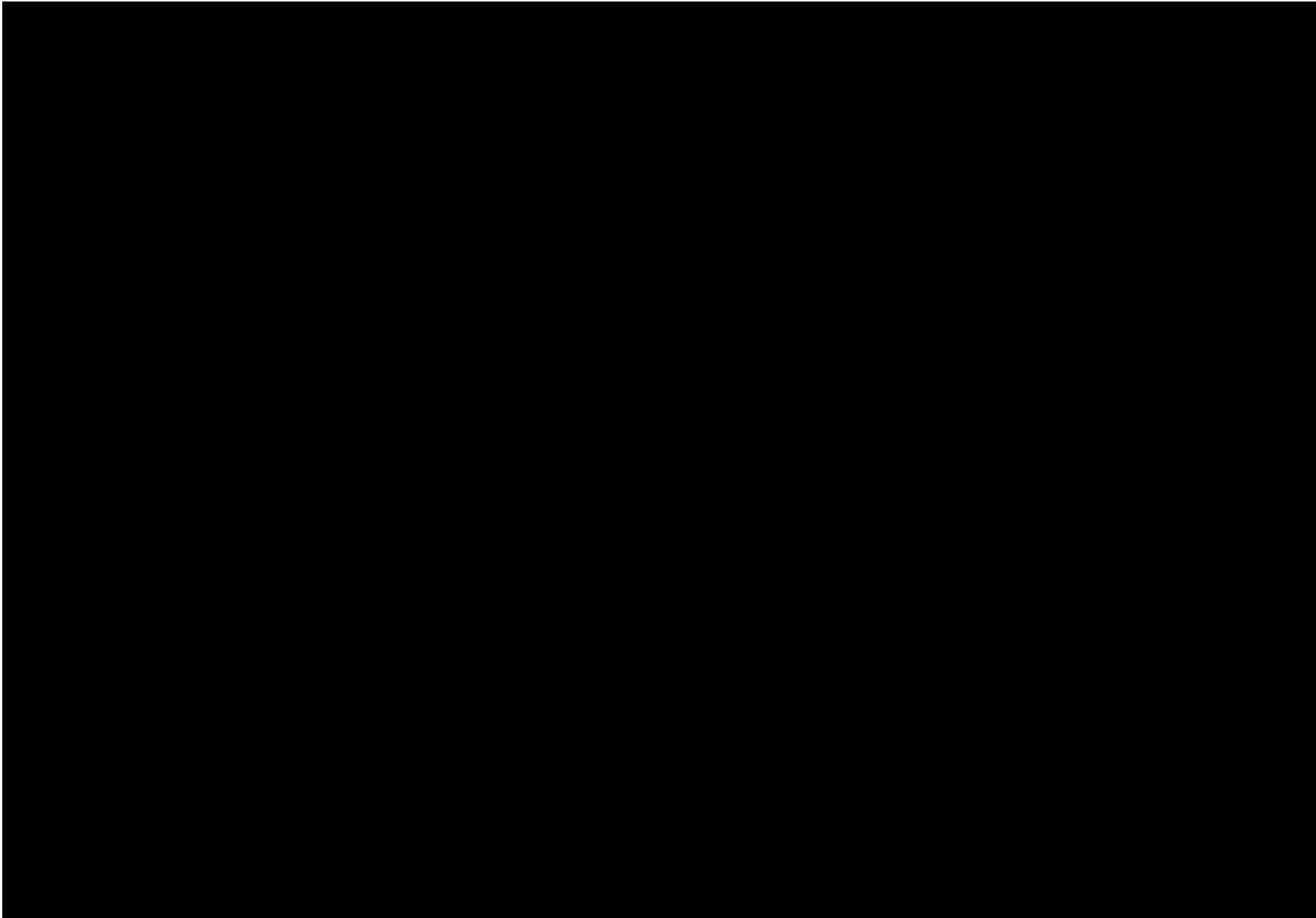
1. Cybersecurity Dashboard (Monthly)
2. Climate Change & Environment Strategic Plan Dashboard (Bi-monthly)
3. TAU calendar (Monthly)

5. CE sub-reports in Resource Centre

- Finance Report (Monthly)
- Risk Report (Monthly)
- Customer Strategy / CRM / eDM benefits dashboard (Monthly)
- CPC visit to Art Gallery Heritage Project Photos







Monthly Operating Performance

Operating performance trend					
\$ million					
	Notes	FY 24 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	80.4	86.9	6.5	93.0
Direct revenue	B	93.8	88.1	5.8	95.3
Fees and user charges		51.3	52.4	(1.1)	56.9
Operating grants and subsidies		14.8	9.3	5.6	25.6
Other direct revenue		27.7	26.4	1.3	12.8
Direct expenditure	C	174.2	175.0	0.7	188.3
Employee benefits		81.4	78.1	(3.3)	80.5
Grants, contributions and sponsorship		7.1	5.3	(1.8)	7.8
Other direct expenditure	D	85.7	91.6	5.8	100.0
Other key operating lines					
Vested assets		(3.5)		(3.5)	
Depreciation and amortisation		52.8	51.0	(1.8)	55.7
Finance & Interest		0.0		0.0	
Capital Grants to TAU+ Partners		(0.7)		0.7	
Capital investment trend					
Capital expenditure (incl. AFS)	E	49.2	60.2	11.0	67.2
Capital revenue		0.7		0.7	



Key commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY23 which were not spent in the year and Auckland Council has subsequently approved (late August), portions of this unspent budget being transferred to FY24.

A. Net Direct Expenditure is favourable to budget due to strong visitation and better than expected event revenues.

B. Revenue is favourable to budget due to continued strong visitation at the Zoo and Maritime Museum, alongside better than expected event revenues, offset by venue revenue at Stadiums. Operating Grants and subsidies are favourable due to Major Events, and Regional Events Fund funded activities.

C. Costs are almost to budget, employee benefits are adverse due largely to additional casual staff being needed for revenue generating events.

D. Other expenditure includes costs of sales for events and visitation, occupancy and utilities as well as repairs and maintenance costs to support the venues of Tātaki.

E. Capital programmes have had a slower than anticipated start due to ongoing delays related to flood remediation, this however is largely a timing issue that is being rectified as we progress the year. The Art Gallery restoration programme is running behind scheduled capital expectations for FY24 due to a later start than anticipated – this will require a deferral to FY25.