

Board Meeting Agenda (Public)



9.00 a.m. Wednesday 27 July 2022

Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

| Item | Subject | Action | Trust/Co. | Start Time | Duration |
|--|---|------------|-----------|------------|-------------------|
| Welcome of Public to the Meeting | | | | | |
| PROCEDURAL | | | | | |
| 1 | Agenda and Apologies | To Note | T & C | 9.00 a.m. | 5 mins |
| 2 | Register of Directors' Interests and Rolling 12-Month Board Work Programme | To Note | T & C | | |
| CE REPORT AND PERFORMANCE REPORTING | | | | | |
| 3 | Tātaki Auckland Unlimited's Climate Change Response Update, Parin Rafiei-Thompson | To Note | T & C | 9.05 a.m. | 1 hour 15 mins |
| 4 | Equal Justice Project | To Note | T & C | | |
| 5 | Tātaki Auckland Unlimited Draft Statement of Intent – Consideration of Shareholder Comments, Nick Hill | To Approve | T & C | | |
| 6 | CE Report, Nick Hill 1. Financial Performance Report ¹ 2. Current Operational Risks (RC) ² 3. Health and Safety Report (RC) ² 4. Capital Programme (RC) ² | To Note | T & C | | |
| Exclusion of Public from the Meeting and Break | | | | 10.20 a.m. | 10 mins |
| BOARD AND DESTINATION COMMITTEE JOINT MEETING | | | | | |
| 7 | Tātaki Auckland Unlimited and Destination Committee Joint Meeting, Nick Hill and Norm Thompson ² | To Discuss | T & C | 10.30 a.m. | 1 hour 30 mins |
| Lunch | | | | 12.00 p.m. | 30 mins |
| PROCEDURAL | | | | | |
| 8 | Confidential and Public Minutes 29 June 2022 and Action Tracker, Tim Kingsley-Smith | To Approve | T & C | 12.30 p.m. | 5 mins |
| SIGNIFICANT STRATEGIC MATTERS | | | | | |
| 9 | Tātaki Auckland Unlimited Strategic Priorities, Nick Hill ³ | To Discuss | T & C | 12.35 p.m. | 1 hour 25 mins |

¹ Financial Performance Report withheld due to NZX listing rules

² S7(2)(f)(i) LGOIMA 1987

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda (Public)

| Item | Subject | Action | Trust/Co. | Start Time | Duration |
|---|---|------------|-----------|------------------|----------|
| OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY | | | | | |
| 10 | 30 June 2022 Year End Financial Reporting, Justine White ⁴ | To Approve | T & C | 2.00 p.m. | 1 hour |
| 11 | MOTAT Director Appointments, Helen Te Hira and Maree Laurent ⁵ | To Approve | T | | |
| 12 | Q4 Risk Report to Council, Darroch Todd ⁶ | To Approve | T & C | | |
| 13 | Film Studio Infrastructure, Pam Ford ⁷ | To Approve | C | | |
| 14 | Committee Minutes, Tim Kingsley-Smith ⁸ - Risk Committee 20 April 2022 - Risk Committee 12 July 2022 - Capital Committee 22 March 2022 - Destination Committee 23 March 2022 | To Note | T & C | | |
| 15 | Board and CE Time and Board Only Time, Nick Hill | To Discuss | T & C | | |
| | Close of Meeting | | | 3.00 p.m. | |

⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁵ S7(2)(a),(f)(i),(i),(j) LGOIMA 1987

⁶ S7(2)(f)(i) LGOIMA 1987

⁷ S7(2)(f)(i),(i),(j),(g) LGOIMA 1987

⁸ S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987

Board Meeting Agenda (Public)



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 |
|---------------------|------------------------|---|---|---|
| Mark Franklin | Chair | <ul style="list-style-type: none"> Precinct Management Limited (Director) Te Kuha General Partner Limited (Director) Aquaclear Dewatering Technology Limited (Director) Rangitira Developments Limited (Director) Stevenson Holdings Limited (Director) Stevenson South Island Limited (Director) Stevenson Group Limited (Director) Drury South Limited (Director) Stevenson Agriculture Limited (Director) Auckland Regional Chamber of Commerce & Industry Limited (Director) Lochinver Station Limited (Director) Oteha Valley Investments Limited (Director) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director) Allied Farmers Limited (Chair/Director) | | |
| Jennah Wootten | Deputy Chair | <ul style="list-style-type: none"> Cricket 2021 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) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 30 Madden Body Corporate (Chair) | | <ul style="list-style-type: none"> Following the voluntary liquidation and dissolution of the Auckland Showgrounds (comprising the EMA and A & P Society) Cornwall Park has appointed a new 12-month operator pending a review of the best use of the site and assets. The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time. |

| | | | | |
|------------------------|--|--|---|--|
| Carol Cheng | Non-Executive Director | <ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder) Microgem International Plc (Shareholder) | | |
| Hinurewa te Hau (Hinū) | <ul style="list-style-type: none"> Non-Executive Director | <ul style="list-style-type: none"> Matar ki Cultural Foundation (Trustee) Matar ki Global Holdings Limited (Director) Taamaki Records Limited (Director) Otamatea Pioneer & Kauri Museum Board (Trustee) Q Theatre Limited (Trustee) TEC Workforce Development Council Services (Director) | <ul style="list-style-type: none"> General Manager Creative Northland Advisor Te Hua o te Kāwhiri Trust Advisor Manea Footprints of Kūpe Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally | <ul style="list-style-type: none"> On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU |
| Fabian Partigiani | <ul style="list-style-type: none"> Non-Executive Director | <ul style="list-style-type: none"> Partigiani Consulting Limited (Director) 3B&P Family Trust (Trustee) Smartfood Limited (Chairman) | <ul style="list-style-type: none"> Consultant to Private Equity companies Consultant to individual businesses on business strategy, M&A and operational improvements Red Shield Security Limited (CEO) | <ul style="list-style-type: none"> RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport. |
| Jen Rolfe | <ul style="list-style-type: none"> Non-Executive Director | <ul style="list-style-type: none"> Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee) | <ul style="list-style-type: none"> New Zealand Marketing Association (Member) | <ul style="list-style-type: none"> Prior to Jen Rolfe's appointment to the RFAL 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 Auckland Unlimited consultant). Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ) |
| Dan Walker | Non-Executive Director | <ul style="list-style-type: none"> Tahu Hikuroa Foundation (Chair) New Zealand Māori Tourism Society (Deputy Chair) School of Indigenous Studies Limited (Director) Whanau Mārama Parenting Limited (Director) Korowai Hikuroa Consulting Limited (Director and Shareholder) | <ul style="list-style-type: none"> Registered Celebrants of Aotearoa (Member) Microsoft New Zealand Limited (Channel Sales Manager – Global Partner Solutions) | |

| | | | | |
|--|--|---|--|--|
| | | <ul style="list-style-type: none"> • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Ngā Whaotapu (Trustee) • Meremere Marae Charitable Trust (Trustee) • Stanmore Bay Primary School (Trustee) • Indigenous Growth Limited (Advisory Board Chair) • 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) • Tourism Innovation Hub Development Advisory Group (Member) | | |
|--|--|---|--|--|

| Month | Shareholder Accountability | Operations and Business Planning | Strategy and Business Focus | Board and Committee Dates |
|---------------|--|--|--|---|
| Jul-22 | <ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Draft 2022 -2025 SOI Financial reporting for the year ended 30 June 2022 Q4 Risk Report to Council | <ul style="list-style-type: none"> CEO Report | <ul style="list-style-type: none"> Joint Board and Destination Committee meeting (27 July) Board Meeting Strategic Focus: Investment and Industry | <ul style="list-style-type: none"> Risk Committee – 25 July Destination Committee – 27 July Board Meeting – 27 July |
| Aug-22 | <ul style="list-style-type: none"> Q4 Performance Report | <ul style="list-style-type: none"> CEO Report | <ul style="list-style-type: none"> Board Meeting Strategic Focus: Arts, Entertainment and Events Joint Board and Auckland Art Gallery Advisory Committee Meeting (31 August) | <ul style="list-style-type: none"> Capital Projects Committee – 23 August Board Meeting – 31 August |
| Sep-22 | <ul style="list-style-type: none"> TAU Trust Annual Report | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> Risk Committee – 12 Sep (Annual Report) Destination Committee – 21 Sep Board Meeting – 28 Sep |
| Oct-22 | <ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2022 Q1 Performance Report | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> Risk Committee – 17 Oct Board Meeting – 26 Oct |
| Nov-22 | <ul style="list-style-type: none"> TAUL Annual Report Q1 Risk Report to Council | <ul style="list-style-type: none"> CEO Report | <ul style="list-style-type: none"> Joint Board and Destination Committee meeting (30 November) | <ul style="list-style-type: none"> Capital Projects Committee – 22 Nov Destination Committee – 30 Nov Board Meeting – 30 Nov |
| Dec-22 | | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> No Board Meeting |

| Month | Shareholder Accountability | Operations & Business Planning | Strategy and Business Focus | Board and Committee Dates |
|--------|---|---|--|--|
| Jan-23 | | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> Destination Committee – Jan Board Meeting – Jan |
| Feb-23 | <ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2022 Q2 Performance Report Q2 Risk Report to Council | <ul style="list-style-type: none"> CEO Report Board Evaluation | <ul style="list-style-type: none"> Board Strategy Day – Feb | <ul style="list-style-type: none"> Risk Committee (½Y Acts) – Feb Board Meeting (½Y Acts.) – Feb Board Meeting – Feb |
| Mar-23 | <ul style="list-style-type: none"> Annual Plan FY23/24 Draft 2023 -2026 Statement of Intent | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> Capital Projects Committee – March Destination Committee – March Board Meeting – March |
| Apr-23 | <ul style="list-style-type: none"> Q3 Performance Report Q3 Risk Report to Council | <ul style="list-style-type: none"> CEO Report Annual insurance renewal Auditor engagement and fees FY23-25 | | <ul style="list-style-type: none"> Risk Committee – April Board Meeting – April |
| May-23 | <ul style="list-style-type: none"> Council CCO Oversight Committee visit to Auckland Unlimited (1 of 2) – May | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> Destination Committee – May Board Meeting – May |
| Jun-23 | <ul style="list-style-type: none"> Recommendation for MOTAT Boards appointments | <ul style="list-style-type: none"> CEO Report | | <ul style="list-style-type: none"> Capital Projects Committee – June Board Meeting – June |



Public Board Meeting

July 2022

Te Tāruke-ā-Tāwhiri : Auckland's Climate Plan

Auckland's Climate Goals:

Reducing our emissions (Mitigation)

- 50% by 2030 & reach net zero by 2050

Building a climate-resilient Auckland (Adaptation)

- Understanding impacts of climate change
- Adapting to climate change

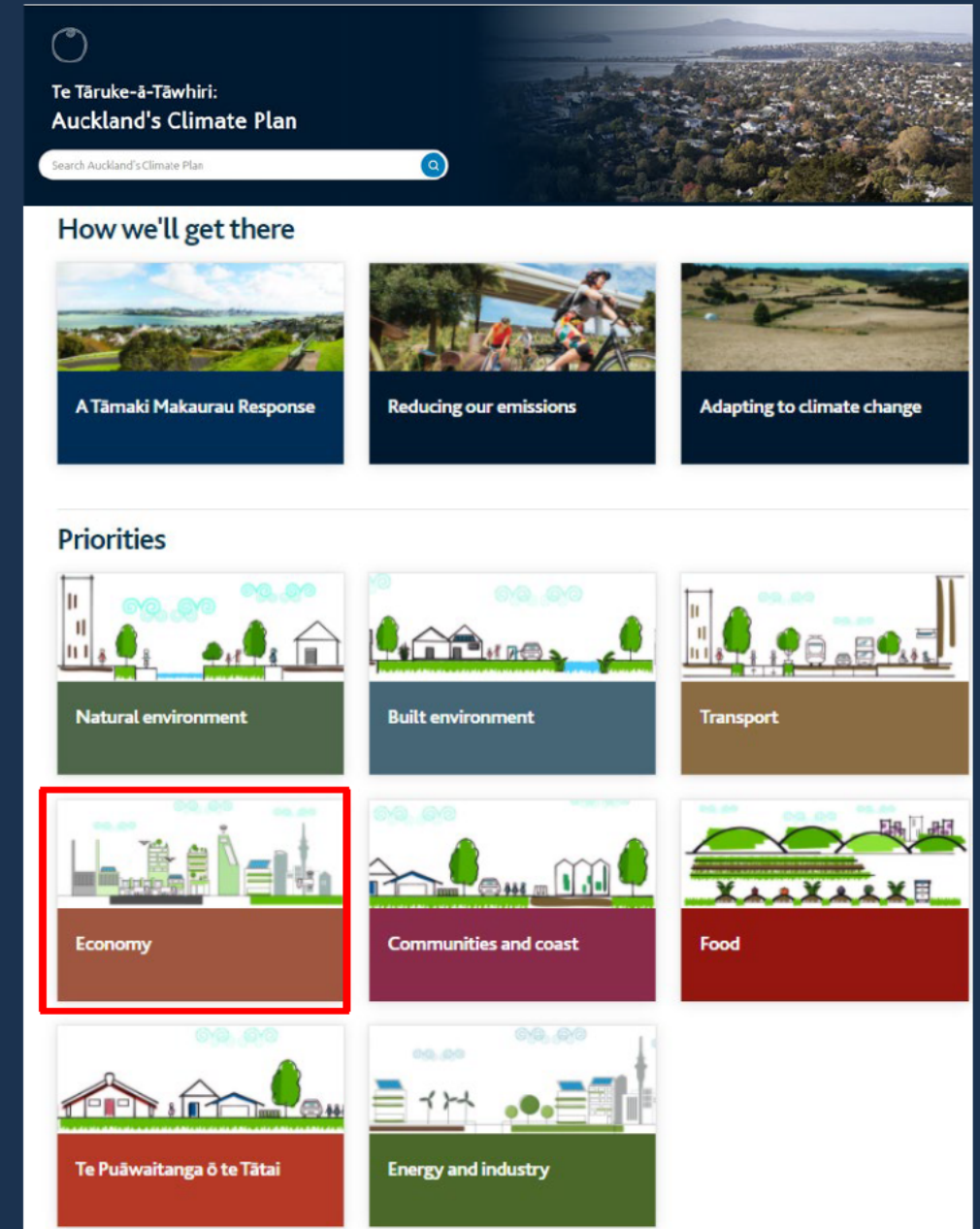
The overarching Tāmaki response:

- The uniqueness of Tāmaki Makaurau
- The need to embed equity, te ao Māori, and a strong rangatahi voice.

Economy priority goal:

‘A resilient, low carbon economy, guided by our kaitiaki values, that supports Aucklanders to thrive’

<http://climateakl.co.nz/>



Our Internal Focus

Task Force on Climate-Related Financial Disclosures

Mandatory reporting by 2023, to publicly disclose on how TAU considers climate-related risk to ensure this is considered in business, investment, lending, and insurance underwriting decisions.

Low impact Events

Aim for Major Events delivered by Tātaki Auckland Unlimited to deliver sustainable outcomes. Enable, support and deliver low carbon events within Auckland and TAU venues.

Our organisational emissions inventory and audit

Annual audit to collect data and calculate emissions of TAU's operations. This is publicly disclosed as CarbonReduce for Tātaki Auckland Unlimited and CarbonZero for Auckland Zoo.

Emission reductions plans & adaptation plans

Review specific emission targets and develop reduction plans. Support the implementation of emission reduction activities across the organisation.



Emissions Certification

- Auckland Council Group's emissions reduction target is 50% by 2030
- We have made our annual submission for the internationally recognised **Toitū carbonreduce certification** for FY2021/22
- Toitū carbonzero certification for Auckland Zoo
- Shows our commitment to managing and reducing our emissions across our organisation's operations and assets.
- Led by our Senior Climate Change & Sustainability Advisor and supported by a cross-asset working group and the TAU Climate Team

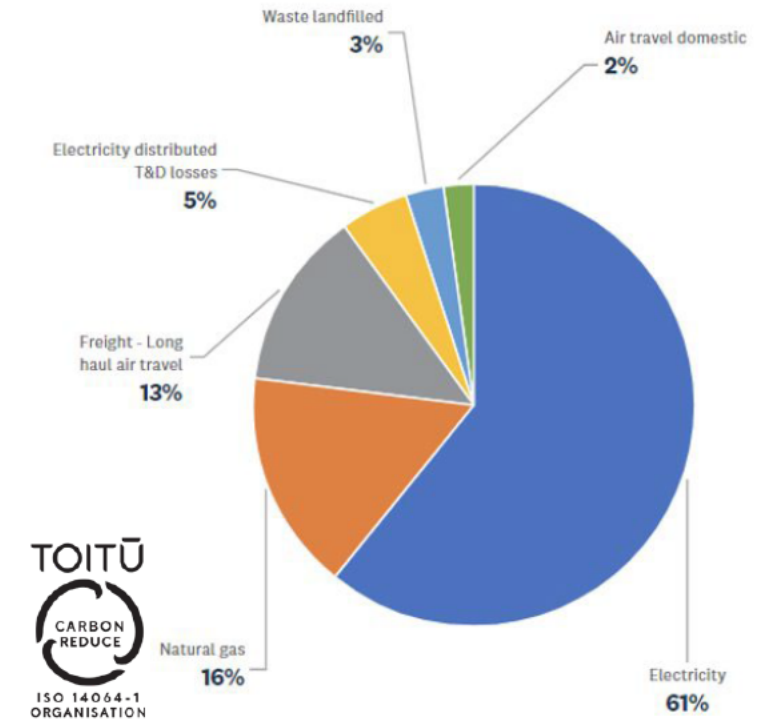
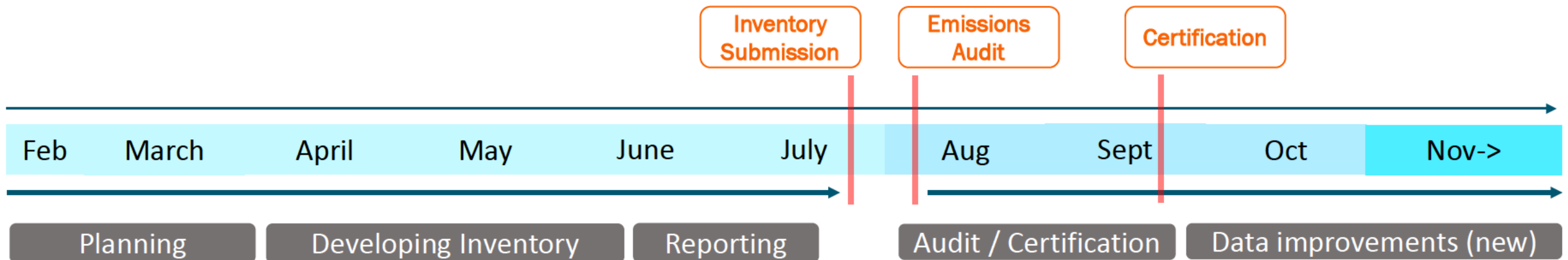


Figure 2: Auckland Unlimited's Top 6 GHG emissions sources for FY20/21



Low carbon events Lantern Festival 2021

Tātaki
Auckland
Unlimited



Aiming for:



**Travel
to site**



Freight



Food stalls



**Energy /
Combustion**



**Landfill &
Other waste**



**Attendee
Travel**

4 day event = 938.27
tCO₂e
(pre-verified)

AAG - 889 tCO₂ in
FY20/21

Without attendee travel
210.84tCO₂ is just over 6 months
of Auckland Zoo's emissions from
last year

\$10k+ in NZ carbon credits for 210tCO₂e

TCFD / XRB Standards - Update

Tātaki Auckland Unlimited – Preparatory Actions

- Gap Assessment (Oct 2021)
- Risk assessments (physical & transitional) (Oct 2021)
- Presented high-level TCFD recommendations (Nov 2021)
- Actions, timeline & cost approved by the board (April 2022)
- ELT & Board information sessions (Approved)
- Implementation actions Pending budget

Council Group – Climate Disclosure Work Programme

- Scenario Development (on-going)
- Risk Management Methodology (on-going)
- Governance Assessment (on-going)
- TAU transition risk identification workshop (complete)
- Review of risk registers (on-going)
- TAU identification of Māori climate-related risks (planning)
- FY 21/22 Group Disclosure (Sep 2022)

When does reporting start? *Example timeline for an entity with a 31 March balance date*



<https://www.xrb.govt.nz/standards/climate-related-disclosures/resources/>

| TAU's internal climate change response | TCFD / XRB alignment | Target completion date | RAG Rating |
|---|--|------------------------|------------|
| Climate strategy (phase 1 – scoping) | Strategy, Risk Management, Governance, Metrics & Targets | July 2022 | On track |
| Develop emissions reduction roadmap | Strategy & Risk Management | August 2022 | On track |
| Develop adaptation plan | Strategy & Risk Management | October 2022 | On-track |
| Information sessions for the Board, ELT, & nominated board lead | Governance | FY 2022-23 | Approved |
| Annual climate change & sustainability report | Strategy | October 2022 | On track |
| Climate strategy (phase 2 – development & implementation) | Strategy, Risk Management, Governance, Metrics & Targets | Feb 2023 | Pending |
| Detailed cost assessment of both emissions reduction & adaptation plans | Risk management, Metrics & Targets | May 2023 | Pending |
| Adaptation planning pilots | Strategy & Risk Management | October 2023 | Planning |
| Climate strategy (phase 3 – monitoring & evaluation plan) | Strategy, Risk Management, Governance, Metrics & Targets | Late FY 22/23 | Pending |

Our External Focus

Auckland Economic Climate Change Risk Assessment

Identified the risk and opportunities due to climate physical impacts and transitioning to a low carbon economy

Transition cost for Auckland

Economic modelling and assessment of Auckland's economy to investigate the cost and benefits of transitioning to a low-carbon economy

Transitioning Auckland's economic sectors

Supporting sectors across Auckland's economy to develop low-carbon and resiliency transition plans. Current activities: Visitor Economy & Screen

Climate Connect Aotearoa (Climate Innovation Hub)

To activate climate innovation through collaboration for a climate resilient and low-carbon Tāmaki Makaurau



| Te Tāruke-ā-Tāwhiri: Economy Priority | Aligned Actions FY 21/22 - 23 | Timeline | Status |
|--|---|---|--|
| Action E1: A resilient, regenerative & distributive economy Assess climate change risks to Auckland's economy and develop targeted programmes to support the most affected sectors. | <ul style="list-style-type: none"> Tāmaki Makaurau Economic Climate Change Risk Assessment Creative HQ – Climate Response Accelerator (sponsor) SBN Go Circular 2025 Programme (sponsor) X-Labs (partner) | Oct 2021 Apr – Jun 2022 Apr 2022 – 25 n/a | Complete Complete On-going On-going |
| Action E2: Innovation, technology & solutions Provide a climate innovation hub that enables Aucklanders to introduce climate compatible solutions to the market. | Climate Connect Aotearoa <ul style="list-style-type: none"> Climate Innovation Ecosystem 'Knowledge Hub' Demand-led challenge sprints Impact measurement model | Sep 2022 (Launch) | On-track |
| Action E2: Partner and collaborate with central government, business, academia and Māori to enable adoption of technology and solutions that accelerate the decarbonisation of Auckland. | Climate Connect Aotearoa <ul style="list-style-type: none"> Advisory Group MOUs with universities Cross-sector engagement Co-funded challenge leads | On-going | On-track |
| Action E4: Ensure Aucklanders are prepared for the transition to a zero carbon economy Collaborate with business, community, academia and Māori to develop a regional just transition plan for Auckland. | Phase 1: Cost of Transition (Market Economics) <ul style="list-style-type: none"> Scenario development Economic modelling Initial results for GDP Phase 2: Sector vulnerability & skills transition | Phase 1: July 2022 Phase 2: FY 22/23 | On-track Pending budget |

Cost of Transition – Market Economics

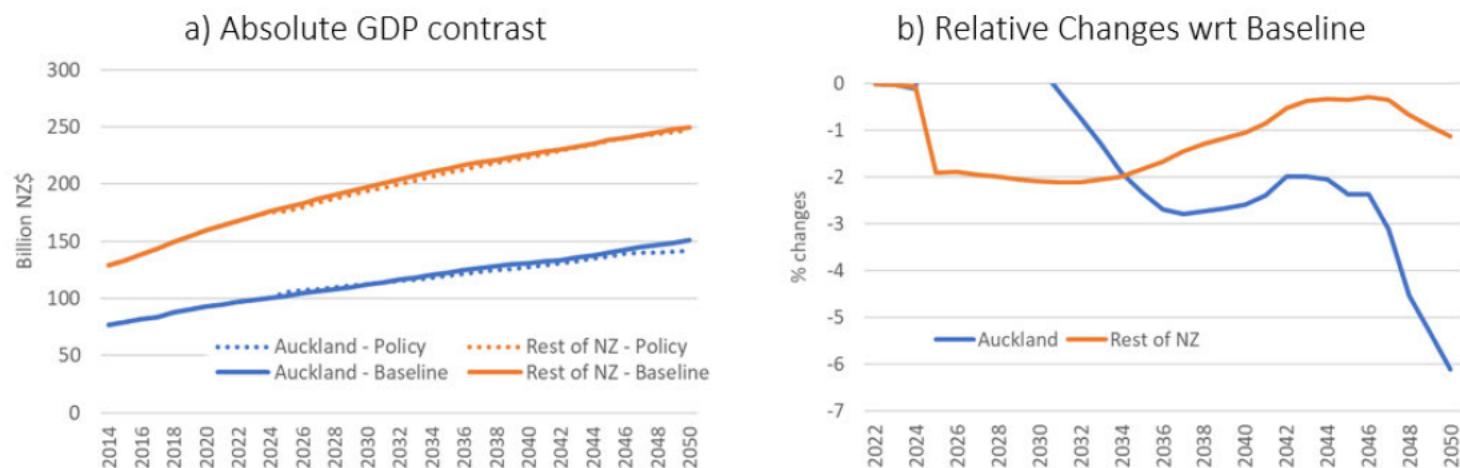


Figure 16. Absolute and relative contrast of regional GDP for Auckland region and the Rest of New Zealand under both baseline and policy scenarios

“These results show that while changes in GDP for the whole of New Zealand might be modest, the changes in GDP for certain regions like Auckland region are higher than expected due to the different emission profiles generated by a different set of emission-intensive sectors.”

– Excerpt from report, analysis of Figure 16 – Market Economics



Visitor Economy Sustainability & Climate Resilience work

1. Literature Review – Destination Sustainability
2. Sustainability Perceptions & Measures – Tourism Businesses
3. Tāmaki Makaurau Economic Climate Change Risk Assessment
4. Towards Sustainability: Strengthening community dimensions of Auckland Tourism
5. The carbon footprint of Auckland tourism



Six internal and external engagement workshops



Auckland's Visitor Economy: Towards a Low-Carbon Future
(summary report)



Next: visioning /more industry engagement + implementation of actions within Tātake's control and influence as RTO

Screen sector emissions

Phase One

Screen Auckland

New Zealand Screen Sector Emissions Study

Aotearoa | Screen Sector



July 2021

ARUP



NZ Screen Sector Estimated Carbon Impact

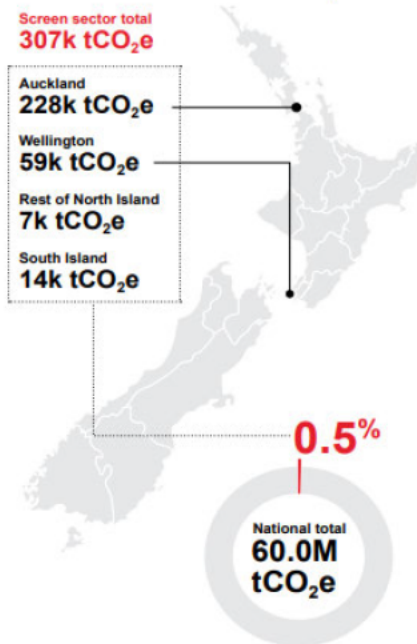
Screen sector total
307k tCO₂e

Auckland
228k tCO₂e

Wellington
59k tCO₂e

Rest of North Island
7k tCO₂e

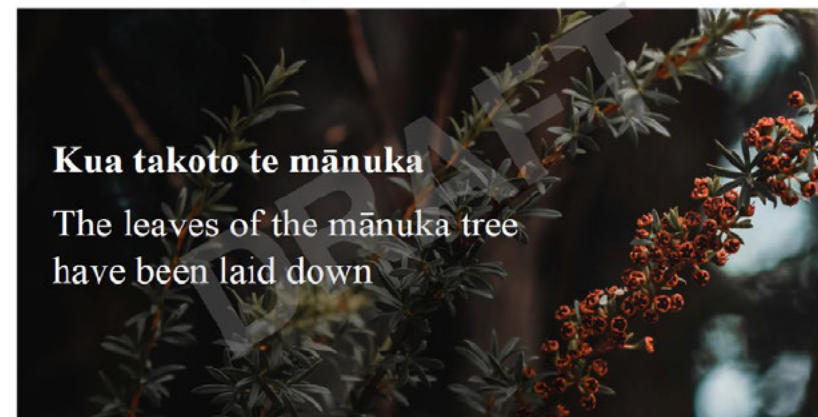
South Island
14k tCO₂e



Phase Two

Screen Auckland

Screen Sector Emissions Study Phase 2



Kua takoto te mānuka

The leaves of the mānuka tree
have been laid down

Aotearoa New Zealand | Screen Sector
DRAFT June 2022



Climate
Connect
Aotearoa

A climate innovation hub driving transformation towards a climate resilient and low-carbon Tāmaki Makaurau Auckland.

Initially funded by Auckland Council and brought to life by Tātaki Auckland Unlimited, Climate Connect Aotearoa will bring together the diverse organisations required to develop, demonstrate and scale climate solutions.

We work with solutions that are equitable, scalable and demand-led, while delivering on collective wellbeing and the articles of Te Tiriti o Waitangi.



Key Partners & Stakeholders



Māori Economy



Corporates



Investors & Funders



Universities & Researchers



Central Government



Advisory group

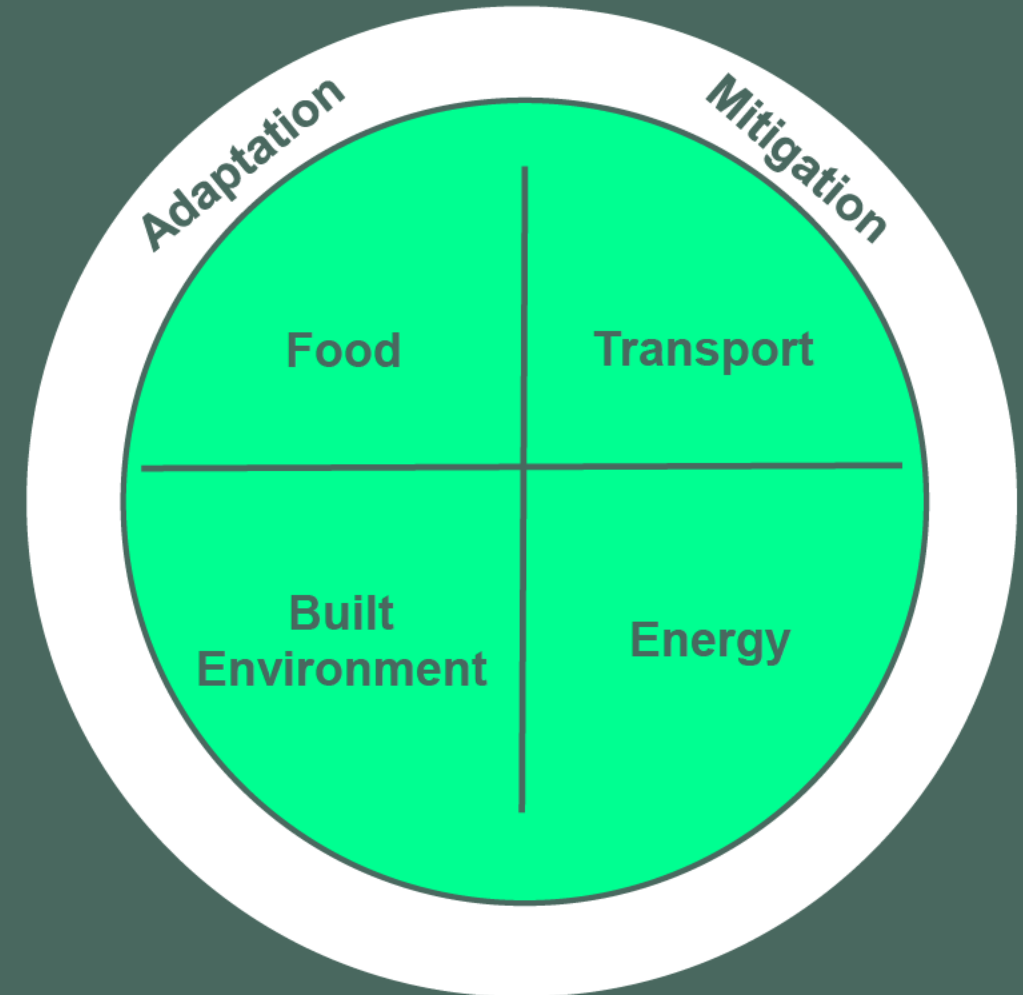


Local Government



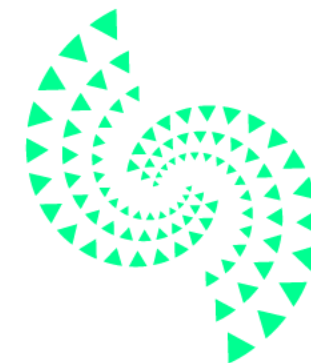
SMEs & Start-Ups

Priority Areas



Our aim: A co-ownership model for long-term sustainability

Our Goals



Climate
Connect
Aotearoa

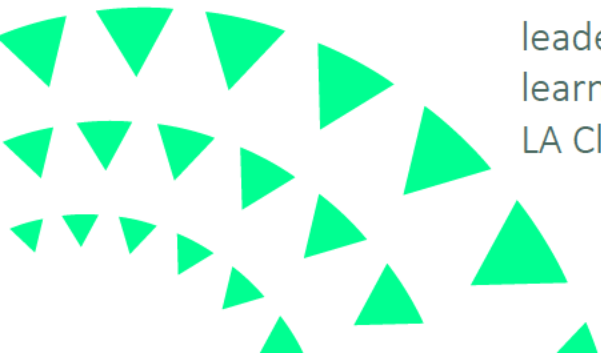
Connect & grow the climate innovation ecosystem, building partnerships within and across sectors and value chains

Connect demand-led challenges to scalable solutions

Build system-wide knowledge and capacity for innovation & action

Create the environment for people to come together to innovate

These goals have been developed through extensive input from an Advisory Group of climate leaders, evidence-based research on Tāmaki Makaurau's emissions pathway and risks, and learning from international climate innovation models, such as Climate-KIC (EU & Australia) and LA Cleantech Incubator (LACI).



Ngā mihi

Tātaki
Auckland
Unlimited



Equal Justice Project
Submission on Tātaki Auckland Unlimited
Public Board Meeting 27 July 2022

We present this submission on behalf of the Equal Justice Project (EJP) at the University of Auckland. The EJP is a non-partisan pro bono charity that utilises law students' legal training and knowledge to advocate for change in our community. We seek to promote effective climate action in Auckland.

By way of introduction, following the release of the third Intergovernmental Panel on Climate Change (IPCC) on 4 April 2022, the UN Secretary-General said that:

“We are on a fast track to climate disaster. Major cities under water. Unprecedented heatwaves. Terrifying storms. Widespread water shortages. The extinction of a million species of plants and animals. This is not fiction or exaggeration. It is what science tells us will result from our current energy policies.

We are on a pathway to global warming of more than double the 1.5°C limit agreed on in Paris. Some Government and business leaders are saying one thing, but doing another. Simply put, they are lying. And the results will be catastrophic. This is a climate emergency.”

The Message from the Mayor introducing Te Tahua ā-tau – the Auckland Council Annual Budget 2022/2023 noted that:

“The IPCC Report included a stark warning to the world: to avoid a climate catastrophe that will have severe impacts on our children and grandchildren, we need to take urgent action to drastically reduce climate emissions. Though sobering, the warning from the IPCC is not a surprise. The effects of climate change are already impacting our city and country, with extreme weather events like droughts and floods increasing in frequency and putting our communities and infrastructure at risk. Last year was New Zealand's hottest on record, and recent predictions suggest that parts of Auckland will face a sea level rise of 30cm over the next 10 to 20 years.”

Auckland Council declared a climate emergency in 2019, with commitments to provide local government leadership and incorporate climate change considerations into all work programmes and decisions.

And under Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, the Council adopted a goal to reduce net emissions by 50% by 2030, while aiming for net zero emissions by 2050. Importantly, from our perspective, Te Tāruke-ā-Tāwhiri acknowledges that:

“Climate change also creates intergenerational inequity. If we do not act, we risk leaving a significantly different and less habitable world to our children and our children's children.”

As a consequence, Te Tāruke-ā-Tāwhiri highlights the importance of Te Reo Rangatahi: the rangatahi voice as being unique and critical in addressing climate change.

We are here to exercise our Te Reo Rangatahi: rangatahi voice to advocate for intergenerational equity in the face of the fast track we are on to climate disaster. Today we do not stand before you as merely

EJP students, but as rangatahi, on behalf of the youth in Auckland. Navigating a climate future requires collective responsibility and collaboration, and with climate change escalating day by day, rangatahi are the ones who will face the impact of your decision-making today in our futures.

We believe Tātaki Auckland Unlimited must treat the reduction of emissions as its priority if Auckland is to meet its emissions reduction targets.

We would also like to remind Tātaki Auckland Unlimited that climate-related disclosures have become a legal obligation.¹ Our utmost concern with Te Tāruke-ā-Tāwhiri is the Council's level of commitment to reducing greenhouse gas emissions, and the urgency required to tackle this climate emergency.

Championing Current Successes

We would like to acknowledge and celebrate the steps already taken by Tātaki Auckland Unlimited toward climate action. The internal focus, including TCFD disclosures, Toitū certification and implementation of low-impact events, demonstrate corporate accountability for Tātaki Auckland Unlimited climate action. Further, we applaud Tātaki Auckland Unlimited's external focus on developing business transition support, establishing the Climate Innovation Hub, and promoting environmental education as a commitment to climate and sustainability action in Auckland.

COVID-19

We understand the uncertainty COVID-19 has caused, which may have impacted Tātaki Auckland Unlimited's ability to meet specific targets. Nevertheless, we welcome Tātaki Auckland Unlimited to utilise this time to continue the implementation of sustainable solutions, whilst in Orange Light settings.

Intergenerational Equity

Under section 10 of the Local Government Act 2002, the purpose of local government is to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. Furthermore, section 14 stipulates that in taking a sustainable development approach, a local authority should take into account the reasonably foreseeable needs of future generations. These statutory sections underscore the principle of intergenerational equity, viewing the human community as a partnership amongst all generations (past, present, and future). As rangatahi, we implore Tātaki Auckland Unlimited to consider how future generations will be impacted by the decisions you make, and how our right to inherit the same natural and cultural resources enjoyed by current generations will be affected. In our view, this is required by law.

Auckland Council calls upon the Tāmaki Makaurau Response, declaring it accepts its role and responsibility in climate action and resilience, requiring Council to restore and protect intergenerational equity. Emphasis is placed on all scales of government and society, contributing to intergenerational equity to support movement in the right direction as quickly as possible. We encourage Tātaki Auckland Unlimited to investigate mechanisms to ensure it is meeting obligations of intergenerational equity.

¹ Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021

While the Tātaki Auckland Unlimited Statement of Intent 2021 - 2024 mentions a focus on economic and cultural development that can be sustained in the long-term and that will benefit current and future generations, there is no mention of environmental development. However, the Tāmaki Makaurau Economic Climate Change Risk Assessment discusses Māori decision-making being intergenerational, with a deep commitment to future generations. Taking a kaitiaki approach allows for increased usefulness of resources and a reduced risk to future generations. It is of utmost importance to us that Tātaki Auckland Unlimited ensure we avoid passing on the cost of climate change to ourselves as future generations. The time is now for making bold changes.

Degrowth Mindset

Our current economy is unsustainable, fuelled by continuous growth with a heavy reliance on systems that are causing ecological overshoot and widening intergenerational inequity. Recent studies have shown that no country is currently meeting the basic needs of its citizens at a globally sustainable level of resource use.² We have reached a social shortfall where New Zealand is exceeding the regenerative capacity of our natural resources. Now, a new approach is essential.

Degrowth is a new economic approach involving transitioning to live in a political economy with a radically reduced resource throughput. This involves reducing economic activity that is destructive socially and environmentally - and instead - increasing economic activity which does not create social or environmental destruction. Auckland needs a sustainable economy to tackle this climate emergency, and we encourage Tātaki Auckland Unlimited to approach all future strategies with a new degrowth mindset, to develop a strong and sustainable economy without limiting the futures of generations to come.

Chapter Zero

Chapter Zero New Zealand is the national chapter of the Climate Governance Initiative, part of a global network of Board Directors committed to taking action on climate change, hosted by the NZ Institute of Directors. Its mission is to mobilise, connect, educate, and equip directors and boards to make climate-smart governance decisions, creating long-term value for shareholders and stakeholders.

The Institute of Directors challenges all New Zealand directors to join, and it is free to become a Supporter. We ask that Tātaki Auckland Unlimited encourage or ensure its Board members become Supporters. This will signal to us your intention to bring climate-related issues to your board table, encouraging important conversations and driving action. Chapter Zero can facilitate Tātaki Auckland Unlimited by providing events, workshops, and toolkits in relation to climate change. Chapter Zero recognises the difficulty of managing climate governance, yet highlights the need for rapid development in the climate literacy space. Their recent workshop emphasises the need for Directors to focus on achievable strategies underpinned by science, move from pledges to actions, and, most pertinently, connect with your why. We ask you to remember why you support this kaupapa and what you want for Aotearoa's future.

² O'Neill, D.W., Fanning, A.L., Lamb, W.F. et al. A good life for all within planetary boundaries. *Nat Sustain* 1, 88–95 (2018).

Emissions Reduction Plan

Aotearoa New Zealand's first emissions reduction plan (ERP) sets out the key targets for climate action for the next 15 years. We understand that your board will be briefed on this.

We note that Chapter 9 of the ERP sets out actions relating to developing a circular economy. Tātaki Auckland Unlimited plays a vital role in achieving the long-term goal of a thriving bioeconomy, through the integration of circular practices (action 9.3), supporting business transitions to more sustainable models (action 9.4), and investing in development that aligns with this vision (action 9.7). These actions tie into current Tātaki Auckland Unlimited projects, such as XLabs, the Cleantech Partnership, and From the Ground Up, and we implore Tātaki Auckland Unlimited to implement the urgent actions required of the ERP in all future projects.

Conclusion

We have set out several recommendations for you to consider and action – and look forward to a positive response.

As youth of Auckland, we are concerned for our futures and urge that this climate emergency be taken seriously, with the implementation of effective climate action. We implore Tātaki Auckland Unlimited to uphold its responsibility to continue efforts to reduce emissions and adapt for Auckland's future.

As the UN Secretary-General has said, choices made now will make or break the commitment to 1.5°C. Climate promises and plans must be turned into reality and action, now. It is time to stop burning our planet and start investing in a future based around 'renewables' and effective climate action.

Your decisions today will directly impact Auckland's youth, environment, resources, and future. We call upon you, Tātaki Auckland Unlimited, to continue to create actionable change for Auckland's future that ensures intergenerational equity.

Ngā mihi nui

Amaani Batra & Maggie Churm

Advocacy Team

Equal Justice Project

Faculty of Law, University of Auckland

<http://equaljusticeproject.co.nz>

Final Tātaki Auckland Unlimited Statement of Intent 2022-25

Report to the Board of Tātaki Auckland Unlimited

| | |
|----------------------------|---|
| Meeting date | 27 July, 2022 |
| Author | James Robinson, Head of Strategy and Planning |
| Approved by | Nick Hill, Chief Executive |
| Purpose of paper | For Feedback and Approval |
| Company and/or Trust paper | Company and Trust |
| Proposed resolution | That the Board: <ol style="list-style-type: none"> 1. Approve the final Tātaki Auckland Unlimited SOI 2022-25 for submission to Auckland Council on 30 July 2022; and 2. Delegate the Chief Executive to approve any changes made to the SOI as a result of Board feedback prior to submission. |

PURPOSE

This paper seeks feedback on and approval of the final Tātaki Auckland Unlimited Statement of Intent (SOI) 2022-25 (Attachment 3) for delivery to Auckland Council on 30 July 2022.

BACKGROUND

The Local Government Act requires all CCOs to prepare a SOI each year. The Tātaki Auckland Unlimited SOI 2022-25 states our activities, intentions, financials and KPIs over the next three years according to our strategic priorities and the Auckland Council objectives to which those activities contribute. As such, it provides the strategic link between the Auckland Plan 2050 and Tātaki Auckland Unlimited's operational activities.

On 1 April 2022, a draft Tātaki Auckland Unlimited SOI 2022-25 was delivered to Council for shareholder feedback.

Formal shareholder feedback was received on 18 May 2022 (see Attachment 1) and Tātaki Auckland Unlimited's 2022-23 budget was approved by the Board at its June meeting.

The attached final Tātaki Auckland Unlimited SOI 2022-25, reflects the shareholder feedback received and the approved budget and is presented to the board for feedback and final adoption.

The attached table (Attachment 2) provides an overview of how all the key points raised via formal shareholder feedback have been addressed in the final Tātaki Auckland Unlimited SOI 2022-25.

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

- Commentary regarding Tātaki Auckland Unlimited's work in partnership with Māori has been elevated and refined following feedback from Tamaki Makaurau Mana whenua forum members (Approach to governance section)
- Final targets for the KPI "Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention" have been set at 1,200 for each of the next three years. This is a significant decrease from the previous target of 3,000 reflecting our decision to step away from delivery of the Regional Business Partner programme and loss of the APTR funding.
- Final targets for the KPI "Net promoter score for Tātaki Auckland Unlimited's audiences and participants" has been doubled from 20 to 40 for the next three years – a more ambitious target given an average score of 47 over the last three years.
- Final targets for the KPI "The Number of programmes contributing to the visibility and presence of Māori in Auckland Tāmaki Makaurau has been doubled from 20 to 40 for the next three years – a more ambitious target given an average score of 80 programmes delivered over the last three years.
- Final budgets have been included to reflect the final Auckland Council Annual Plan decisions.

FINANCIAL

Financial data has been incorporated into the attached final SOI for Tātaki Auckland Unlimited Limited, Tātaki Auckland Unlimited Trust and a consolidation of the two. This financial data is aligned with the final Auckland Council Long Term Plan 2021-31 and the Annual Budget for 2022-23.

RISK

No significant risks are associated with the approval of the final Tātaki Auckland Unlimited SOI 2022-25.

LEGAL

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

- A preamble describing the entity and the relationship between the company and the trust.
- A section describing activities and operations.

- Separate KPIs/performance measurements for the company and the trust. These are now presented in a single table, with company and trust KPIs clearly identified in Appendix 2.
- Consolidated financials for the merged entity in the body of the SOI and separate financials for the company and the trust in Appendix 3.

CONSULTATION / MAORI OUTCOMES

The Tātaki Auckland Unlimited SOI 2022-25 covers Tātaki Auckland Unlimited's alignment with Auckland Council's Māori Outcomes Performance Measurement Framework, *Kia Ora Tāmaki Makaurau* and aligns with our new Māori Outcomes Plan for Tātaki Auckland Unlimited, *Te Mahere Aronga*. This content has been developed in consultation with the, Director Māori Outcomes.

In addition, the draft SOI 2022-25 was provided to the Tamaki Makaurau Mana Whenua Forum for feedback and a hui was held on Friday 22 July to discuss feedback. Key points raised were:

- Acknowledging the need for Tātaki Auckland Unlimited to establish relationships both with the forum on collective issues and with individual iwi for specific issues.
- Ensuring clarity of terminology and distinguishing as appropriate between mana whenua and mataawaka within the SOI.
- Recognising the outcome of the June meeting to co-design an engagement framework and shared objectives with mana whenua.
- Continuing to improve our performance measurement.

RECOMMENDATION

Recommendation

It is recommended that the Board:

1. **Approve** the final Tātaki Auckland Unlimited SOI 2022-25 for submission to Auckland Council on 30 July 2022; and
2. **Delegate** the Chief Executive to approve any changes made to the SOI as a result of board feedback prior to submission.

Written by:

Reviewed by:

Approved by:

James Robinson
**Head of Strategy
& Planning**



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



Nick Hill
Chief Executive

ATTACHMENT SCHEDULE

| | |
|--------------|---|
| Attachment 1 | Shareholder comments on the draft Tātaki Auckland Unlimited SOI 2022-25 |
| Attachment 2 | Response to shareholder comments on the draft Tātaki Auckland Unlimited SOI 2022-25 |
| Attachment 3 | Tātaki Auckland Unlimited Statement of Intent 2022-25 |

18 May 2022

Mark Franklin
Chair
Tātaki Auckland Unlimited

By email

Tēnā koe Mark

Shareholder comments on the draft Tātaki Auckland Unlimited Statement of Intent 2022-2025

Thank you for providing the draft Statement of Intent 2022 – 2025 (SOI) for Tātaki Auckland Unlimited to Auckland Council. The CCO Oversight Committee considered it at its 26 April 2022 meeting. As context for this discussion a copy of the full report can be found here:

https://infocouncil.aucklandcouncil.govt.nz/Open/2022/04/CCO_20220426_AGN_10118_AT.PDF

Thank you for the hard work that you and your organisation has put in producing the draft SOI. We acknowledge that the environment the Council group is operating in remains a challenging one and appreciate your support as we navigate this.

General shareholder comments for all CCOs

Presentation of SOIs

A key recommendation of the CCO Review was to work towards consistency of look and feel in the SOIs, with a template to support this. In general, this is being achieved.

However, for final SOIs it would be useful to clearly mark which activities in the work programme are for year one (2022/2023) and which ones will primarily be undertaken in years two and three (2023/2024 and 2024/2025). While this was not a specified element of the template, the approach taken in the Eke Panuku draft SOI to split these up within the work programme table is a useful one and consideration should be given by CCOs to adopting something similar or providing other clarity about activity timelines where possible.

Response to Māori outcomes

All CCOs make reference in their SOI about commitment to the Māori Outcomes instruments, in particular Kia Ora Tāmaki Makaurau, but there are opportunities to improve consistency between CCOs in how they contribute to KOTM.

CCOs should work alongside council's Ngā Mātārae and the Māori Outcomes Steering Group (which includes CCO Māori Outcomes leads) to achieve stronger alignment with KOTM in regard to rangatahi/ intern programmes and key performance indicators relating to Māori outcomes. The focus on key performance indicators should give priority to procurement targets and mana whenua and mataawaka satisfaction with CCO engagement and relationship management, given current inconsistencies.

KOTM is supported by the new CCO Achieving Māori Outcomes plans (AMOs). While it is appropriate that the full content of AMOs is not in SOIs, details on progress with implementing the full AMOs should be reported on in the usual quarterly reporting cycle during 2022/2023. A commitment to this should be expressed in the final SOIs.

Climate change response

Te Tāruke-ā-Tāwhiri is a critical council strategy and is well-reflected in the draft SOIs. In general terms the final SOIs should strongly support the implementation of actions identified in Te Tāruke-ā-Tāwhiri, to ensure that climate change considerations are embedded within organisational decision-making and culture, and to deliver on our two core goals:

- to reduce our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050 and
- to adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway.

Infrastructure strategy

Council's Infrastructure Strategy, contained within the Long-term Plan, requires CCOs to participate in the annual infrastructure strategic alignment process through providing updated Asset Management Plan information annually at the end of June. This includes working with council to optimise the translation of strategic direction to investment decisions in each asset group (across asset management and asset planning). It also requires CCOs to work with council to align and improve asset data and asset investment data quality to enable better decision-making across and within asset portfolios. We expect all of the final SOIs to reflect these commitments.

Other strategies

Council has a suite of other strategies, including the Auckland Plan 2050, growth-related strategies (e.g., Development and Future Urban Land Supply), Auckland Water Strategy, Ngā Hapori Momoho, Urban Ngāhere Strategy, Waste Management and Minimisation Plan, Natural Hazards Risk Management Action Plan, Economic Development Action Plan, Toi Whāiti and I am Auckland.

Council will increasingly be seeking to translate these strategies into meaningful action, and a commitment to this process should be expressed in final SOIs. It is intended that staff will work with CCOs on this in an ongoing way, both during and after the finalisation of this year's SOIs, recognising that not all strategies apply equally to the business of each CCO, the potential limitations on action imposed by resources, and the need to prioritise effort between many desirable outcomes.

Financial information

Final SOIs will need to reflect the council's final decisions on the 2022/23 annual budget. Final SOIs should ensure that all measures and targets reflect agreed Long-term Plan measures and targets, with agreed variances from these being clearly identified.

Specific shareholder comments for Tātaki Auckland Unlimited

Strategic alignment

The draft SOI talks to alignment with key council strategies and plans but does not refer to the recently adopted Auckland Water Strategy and this should be included. This could be via a statement to the effect that "Tātaki Auckland Unlimited supports wider outcomes of the Auckland Water Strategy and will work with the council to understand how it can support the implementation of the strategy."

The draft SOI text on connection to the Development Strategy could also be revised. The focus on improving skills and jobs in south and west does not feature in the Development Strategy. This alignment could be better described in the final SOI as supporting the economic narrative for business and growth areas in the development strategy.

This could include working with council to coordinate our spatial economic planning, including identifying key economic places to support the future development strategy.

Under the contributions to the Auckland Plan 2050, the environmental and cultural heritage point “committing to minimising use of water, electricity and associated waste across our venues” could be expanded in the final SOI to include emissions reductions across Tātaki Auckland Unlimited’s venues, in line with the goals of Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan.

The roles and responsibilities section of the draft SOI notes that a number of the facilities owned and/or operated by Auckland Unlimited are also strategic assets and identifies these assets specifically. This needs to be updated for the final SOI to reflect changes to strategic assets in the 2022 Significance and Engagement Policy which was recently adopted by the council.

Performance outlook

The LTP performance measure ‘number of businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention’ does not contain targets in the draft SOI. This is because Tātaki Auckland Unlimited will not be tendering for the Regional Business Partner programme going forward, and the dataset from this programme contributes strongly to the result for this measure. Tātaki Auckland Unlimited proposes to retain the performance measure but adjust the targets for the next three years to reflect this.

Tātaki Auckland Unlimited is requested to work with council staff to agree and complete revised three-year performance targets for this performance measure, to reflect pending changes in the datasets for that measure and include these revised targets in the final SOI.

It is noted that the targets for the third year (2024/2025) are still to be set for two measures in the draft SOI, which are ‘percentage of operating expenses funded through non-rates revenues’ and ‘the contribution to regional GDP from major events attracted or supported.’

Tātaki Auckland Unlimited is requested to work with council staff to agree and complete the 2024/2025 targets for these two LTP measures and include them in the final SOI.

There are two measures where Tātaki Auckland Unlimited should consider more ambitious targets for the next three financial years. This is because the targets have been consistently and significantly exceeded for the previous three to four financial years. The measures are:

- Net promoter score for Tātaki Auckland Unlimited’s audiences and participants (LTP measure) – target 20 (actuals have averaged approximately 47 over three years).
- Number of programmes contributing to the visibility and presence of Māori in Auckland Tāmaki Makaurau (LTP measure) – target 20 (actuals have averaged approximately 66 over four years).

Tātaki Auckland Unlimited is requested to work with council staff to agree revised three-year performance targets for the two LTP measures listed above and reflect these in the final SOI.

Financial statements

High level draft financial statements have been included in the draft SOI, reflecting the council’s draft 2022/23 consultation budget. Some sections are yet to be populated. There is no mention in the draft SOI of working with the council to implement \$15 million in permanent cost reductions in 2023/2024 and growing to \$30 million from 2024/2025.

We ask that in the final SOI Tātaki Auckland Unlimited ensures that the financial statements are fully populated, and the financial information is agreed with Financial Planning council staff to reflect decisions made in the finalisation of the Annual Budget 2022/2023.

The final SOI should include a statement which commits to working with council to implement any permanent cost reductions in the form of efficiency savings and service reductions from 2023/2024 onwards based on the council set target and criteria.

Council staff will work closely with yours to ensure these comments are clear, and to pass on any of the more detailed points of feedback which were not canvassed at the CCO Oversight Committee meeting, but which nonetheless are consistent with the themes in this letter.

I look forward to receiving the final SOI by 31 July 2022.

Ngā mihi



Phil Goff
MAYOR OF AUCKLAND

Copy to: Deputy Mayor Bill Cashmore
Councillor Richard Hills and Councillor John Watson,
Tātaki Auckland Unlimited Liaison
Councillor Desley Simpson, Chair Finance and Performance Committee
Councillor Chris Darby, Chair Planning Committee
Councillor Alf Filipaina, Chair Parks, Arts, Community and Events Committee
Councillor Richard Hills, Chair Environment and Climate Change Committee

Jim Stabback, Chief Executive, Auckland Council
Nick Hill, Chief Executive Tātaki Auckland Unlimited

Attachment 2: Response to shareholder comments on the draft Tātaki Auckland Unlimited SOI 2022-25

The table below outlines the key items of feedback received from Auckland Council on our Draft SOI 2022-25 and proposed responses to each as reflected in the Draft Final SOI 2022-25. Feedback points included General feedback (provided to all CCOs) and feedback specific to TAU.

A number of our specific feedback points related to our KPIs and in particular our targets. These points are addressed below the table for each KPI concerned.

| Feedback | TAU Response |
|--|---|
| General | |
| For final SOIs it would be useful to clearly mark which activities in the work programme are for year one (2022/2023) and which ones will primarily be undertaken in years two and three (2023/2024 and 2024/2025). | Additional field included in One Year Work Programme section reflecting the timing of activities (Pgs. 18-22) |
| CCOs should work alongside council's Ngā Mātarae and the Māori Outcomes Steering Group (which includes CCO Māori Outcomes leads) to achieve stronger alignment with KOTM in regard to rangatahi/ intern programmes and key performance indicators relating to Māori outcomes. | Additional actions from <i>Te Mahere Aronga</i> included in SOI to reflect our commitment to rangatahi career pathways and procurement targets (pg.20). |
| The focus on key performance indicators should give priority to procurement targets and mana whenua and mataawaka satisfaction with CCO engagement and relationship management, given current inconsistencies. | Additional inclusion of commitment to strengthen governance relationships with Tāmaki Makaurau Mana Whenua Forum (Pgs 15 & 20). |
| KOTM is supported by the new CCO Achieving Māori Outcomes plans (AMOs). While it is appropriate that the full content of AMOs is not in SOIs, details on progress with implementing the full AMOs should be reported on in the usual quarterly reporting cycle during 2022/2023. A commitment to this should be expressed in the final SOIs. | Commitment to report against <i>Te Mahere Aronga</i> also included in Performance Outlook section (Pg. 22). |
| Te Tāruke-ā-Tāwhiri is a critical council strategy and is well-reflected in the draft SOIs. In general terms the final SOIs should strongly support the implementation of actions identified in Te Tāruke-ā-Tāwhiri, to ensure that climate change considerations are embedded within organisational decision-making and culture, and to deliver on our two core goals: <ul style="list-style-type: none"> to reduce our greenhouse gas emissions by 50 per cent by 2030 and achieve net zero emissions by 2050 and to adapt to the impacts of climate change by ensuring we plan for the changes we face under our current emissions pathway. | Already well reflected. No specific changes made in response to this feedback point. |
| Council's Infrastructure Strategy, contained within the Long-term Plan, requires CCOs to participate in the annual infrastructure strategic alignment process through providing updated Asset Management Plan information annually at the end of June. This includes working with council to optimise the translation of strategic direction to investment decisions in each asset group (across asset management and asset planning). It also requires CCOs to work with council to align and improve asset data and asset investment data quality to enable better decision-making | Additional commentary added within the Governance section (at Pg. 13) to reflect this |

| | |
|--|--|
| across and within asset portfolios. We expect all of the final SOIs to reflect these commitments. | |
| <p>Council has a suite of other strategies, including the Auckland Plan 2050, growth-related strategies (e.g., Development and Future Urban Land Supply), Auckland Water Strategy, Ngā Hapori Momoho, Urban Ngahere Strategy, Waste Management and Minimisation Plan, Natural Hazards Risk Management Action Plan, Economic Development Action Plan, Toi Whītiki and I am Auckland.</p> <p>Council will increasingly be seeking to translate these strategies into meaningful action, and a commitment to this process should be expressed in final SOIs. It is intended that staff will work with CCOs on this in an ongoing way, both during and after the finalisation of this year's SOIs, recognising that not all strategies apply equally to the business of each CCO, the potential limitations on action imposed by resources, and the need to prioritise effort between many desirable outcomes.</p> | Additional commentary added on Pgs. 10-11 to reflect this. |
| Final SOIs will need to reflect the council's final decisions on the 2022/23 annual budget. Final SOIs should ensure that all measures and targets reflect agreed Long-term Plan measures and targets, with agreed variances from these being clearly identified. | Final budgets are reflected in the final financial tables. |
| Specific shareholder comments for Tātaki Auckland Unlimited | |
| The draft SOI talks to alignment with key council strategies and plans but does not refer to the recently adopted Auckland Water Strategy and this should be included. This could be via a statement to the effect that "Tātaki Auckland Unlimited supports wider outcomes of the Auckland Water Strategy and will work with the council to understand how it can support the implementation of the strategy." | Additional commentary added to acknowledge the Water Strategy (Pg. 11) |
| The draft SOI text on connection to the Development Strategy could also be revised. The focus on improving skills and jobs in south and west does not feature in the Development Strategy. This alignment could be better described in the final SOI as supporting the economic narrative for business and growth areas in the development strategy. This could include working with council to coordinate our spatial economic planning, including identifying key economic places to support the future development strategy. | Text revised (Pg. 10) to reflect spatial economic places/planning work |
| Under the contributions to the Auckland Plan 2050, the environmental and cultural heritage point "committing to minimising use of water, electricity and associated waste across our venues" could be expanded in the final SOI to include emissions reductions across Tātaki Auckland Unlimited's venues, in line with the goals of Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. | Additional text added. (Pg. 10) |
| The roles and responsibilities section of the draft SOI notes that a number of the facilities owned and/or operated by Auckland Unlimited are also strategic assets and identifies these assets specifically. This needs to be updated for the final SOI to reflect changes to strategic assets in the 2022 Significance and Engagement Policy which was recently adopted by the council. | Update made to align language with the new Significance and Engagement Policy (Pg.7) |
| The LTP performance measure 'number of businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention' does not | See 'Changes to KPI Targets' below |

| | |
|---|---|
| <p>contain targets in the draft SOI. This is because Tātaki Auckland Unlimited will not be tendering for the Regional Business Partner programme going forward, and the dataset from this programme contributes strongly to the result for this measure. Tātaki Auckland Unlimited proposes to retain the performance measure but adjust the targets for the next three years to reflect this.</p> <p>Tātaki Auckland Unlimited is requested to work with council staff to agree and complete revised three-year performance targets for this performance measure, to reflect pending changes in the datasets for that measure and include these revised targets in the final SOI.</p> | |
| <p>It is noted that the targets for the third year (2024/2025) are still to be set for two measures in the draft SOI, which are 'percentage of operating expenses funded through non-rates revenues' and 'the contribution to regional GDP from major events attracted or supported.'</p> <p>Tātaki Auckland Unlimited is requested to work with council staff to agree and complete the 2024/2025 targets for these two LTP measures and include them in the final SOI.</p> | See 'Changes to KPI Targets' below |
| <p>There are two measures where Tātaki Auckland Unlimited should consider more ambitious targets for the next three financial years. This is because the targets have been consistently and significantly exceeded for the previous three to four financial years. The measures are:</p> <ul style="list-style-type: none"> • Net promoter score for Tātaki Auckland Unlimited's audiences and participants (LTP measure) – target 20 (actuals have averaged approximately 47 over three years). • Number of programmes contributing to the visibility and presence of Māori in Auckland Tāmaki Makaurau (LTP measure) – target 20 (actuals have averaged approximately 66 over four years). <p>Tātaki Auckland Unlimited is requested to work with council staff to agree revised three-year performance targets for the two LTP measures listed above and reflect these in the final SOI.</p> | See 'Changes to KPI Targets' below |
| <p>High level draft financial statements have been included in the draft SOI, reflecting the council's draft 2022/23 consultation budget. Some sections are yet to be populated. There is no mention in the draft SOI of working with the council to implement \$15 million in permanent cost reductions in 2023/2024 and growing to \$30 million from 2024/2025.</p> | Additional text added to reflect cost reductions (Pg. 25) |
| <p>We ask that in the final SOI Tātaki Auckland Unlimited ensures that the financial statements are fully populated, and the financial information is agreed with Financial Planning council staff to reflect decisions made in the finalisation of the Annual Budget 2022/2023.</p> | Final tables reflect council Annual Budget 2022/23. |
| <p>The final SOI should include a statement which commits to working with council to implement any permanent cost reductions in the form of efficiency savings and service reductions from 2023/2024 onwards based on the council set target and criteria.</p> | Also covered through additional text at Pg.25 |

Changes to KPI Targets

Shareholder feedback addressed a number of proposed changes or updates to KPI targets. These are:

- Revised three-year targets for the measure 'number of businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention.'
- Finalisation of Year 3 targets for the measures;
 - Percentage of operating expenses funded through non-rates revenues
 - Number of people issued tickets (not specifically mentioned in shareholder feedback)
 - The contribution to regional GDP from major events and business events attracted or supported
- Review of the measures below to consider more ambitious targets for the next three financial years;
 - Net promoter score for Tātaki Auckland Unlimited's audiences and participants (LTP measure)
 - Number of programmes contributing to the visibility and presence of Māori in Auckland Tāmaki Makaurau (LTP measure)

The proposed approach and rationale for proposed changes for each of these measures is outlined below.

MEASURE: Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention.

In response to TAU's decisions to step away from delivery of the Regional Business Partner programme and also to reflect the loss of APTR funding, it is appropriate that the targets for this measure are revised. Through a combination of reviewing previous results for the Major and Business Events teams and a review of proposed work programmes with the Investment and Industry ropu, a bottom-up build has established that 1,200 businesses is a realistic target for 2022/23 and beyond.

| | Targets | | |
|---|--------------|--------------|--------------|
| | 2022/23 | 2023/24 | 2024/25 |
| Original targets (2021-24 SOI) | 3,000 | 3,000 | 3,000 |
| Targets as per Draft 2022-25 SOI | tbc | tbc | tbc |
| Proposed Targets for Final 2022-25 SOI | 1,200 | 1,200 | 1,200 |

MEASURE: Percentage of operating expenses funded through non-rates revenues

While the submitted draft SOI, contained targets for 2022/23 and 2023/24, there was no target for 2024/25. All targets have been revised to align with the ratio of rates to non-rates revenue as set out in the Financial Tables within the SOI. Proposed targets are set out below.

| | Targets | | |
|---|------------|------------|------------|
| | 2022/23 | 2023/24 | 2024/25 |
| Targets as per Draft 2022-25 SOI | 53% | 59% | tbc |
| Proposed Targets for Final 2022-25 SOI | 47% | 58% | 60% |

MEASURE: The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events.

Although not mentioned in the shareholder feedback, the submitted draft SOI, contained targets for 2022/23 and 2023/24, but not for 2024/25. All targets against this measure are aligned to assumptions that have been made within our revenue modelling. Revised targets are set out below.

| | Targets | | |
|---|--------------|--------------|--------------|
| | 2022/23 | 2023/24 | 2024/25 |
| Targets as per Draft 2022-25 SOI | 1.82m | 2.08m | tbc |
| Proposed Targets for Final 2022-25 SOI | 1.82m | 2.08m | 2.10m |

MEASURE: The contribution to regional GDP from major events and business events attracted or supported.

The submitted draft SOI, contained targets for 2022/23 and 2023/24, but not for 2024/25. Working with the Major Events team, a target of \$28m has now been determined based on known committed budget and a conservative estimate of additional budget that may be available. As some points of comparison, this target is

- Below the target for 2019/20 (\$52.5m), when COVID impacted the final quarter and the result was not achieved (\$33.7m)
- Above the revised COVID-impacted target for 2020/21 (\$25m) which was not achieved (\$14.3m)
- Below the target for 2021/22 (\$34m) which may not be achieved – but we will be close to.

This reflects uncertainty about future funding and as above is considered conservative. This target may be revised closer to time.

| | Targets | | |
|---|--------------|--------------|--------------|
| | 2022/23 | 2023/24 | 2024/25 |
| Targets as per Draft 2022-25 SOI | \$37m | \$71m | tbc |
| Proposed Targets for Final 2022-25 SOI | \$37m | \$71m | \$28m |

MEASURE: The Net promoter score for Tātaki Auckland Unlimited's audiences and participants.

The target of 20 submitted in the draft SOI is extremely conservative in the context of the experiences offered by TAU. This is reflected in the fact that our performance over the last three years has averaged 47 (scores of 43,45 and 53). It is considered appropriate that we could double our target against this KPI from 20 to 40.

| | Targets | | |
|---|-----------|-----------|-----------|
| | 2022/23 | 2023/24 | 2024/25 |
| Targets as per Draft 2022-25 SOI | 20 | 20 | 20 |
| Proposed Targets for Final 2022-25 SOI | 40 | 40 | 40 |

MEASURE: The Number of programmes contributing to the visibility and presence of Māori in Auckland Tāmaki Makaurau

Based on performance over the last three years, the target of 20 submitted in the draft SOI against this KPI is also extremely conservative. Over the last three years we have reported an average of 80 programmes (68, 44 and 127). It is considered appropriate that we could double our target against this KPI from 20 to 40 – equating to an average of 8 programmes each across the 5 business units measured as part of this KPI (Auckland Live, Auckland Zoo, Auckland Maritime Museum, Auckland Art Gallery, Auckland Stadiums).

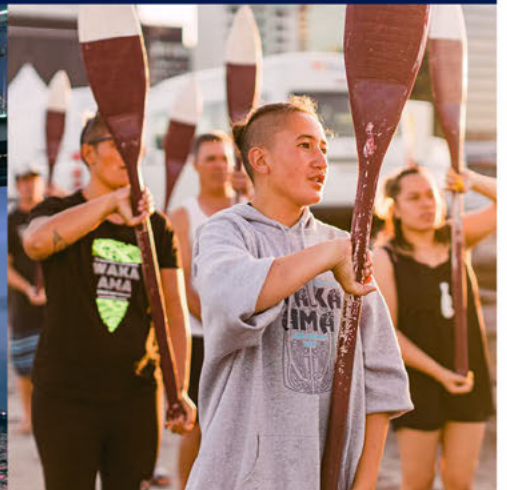
| | Targets | | |
|---|-----------|-----------|-----------|
| | 2022/23 | 2023/24 | 2024/25 |
| Targets as per Draft 2022-25 SOI | 20 | 20 | 20 |
| Proposed Targets for Final 2022-25 SOI | 40 | 40 | 40 |



Statement of Intent

2022 – 2025

1 August 2022



He Mihi

Ka tangi te manu kōrero!

Ka rongo te tangi kōrihi!

Ka wāwā mai rā ki roto i te

Wao-nui-a-Tāne! Tūturu whiti!

Whakamaua kia tina!

Haumie hui tāiki e!

E ngā mana, e ngā reo, e ngā

karangatanga maha o te motu,

taku hei iti nei, mā te hau e ripo hei

hari i ngā kupu whakamaanawa e.

Kei ngā mate tuatinitini o te motu

tangihia rā koutou. Haere ki te wā kāinga,

haere ki te kāinga tūturu.

Haere, haere, haere.

Tāmaki Makaurau Tāmaki Herenga

Waka, kei te mihi. Ngā Mana Whenua

me ngā waka ō ngā tai e wha,

e mihi ana.

E tuku mihi maioha tēnei ki ngā

mataawaka ō te motu ko koutou

te puhiaiki ō te waka nei

Ki a koutou katoa ngā kaihoe

ō te waka nei mo ngā tangata katoa.

Tēnā koutou katoa.

Mā te mahi ngātahi e taea ai ngā taumata.

Nāku te rourou nāu te

rourou ka ora ai te iwi.

No reira noho ora mai,

Mauri ora.

– Nā te Poari o (Tātaki Auckland Unlimited)

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

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

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

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

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

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

Introduction

Tātaki Auckland Unlimited is New Zealand's largest producer of cultural, entertainment, sporting and wildlife experiences, the guardian of some of Auckland's best loved venues, collections and organisations – and the country's largest regional economic development agency. Our work touches all Aucklanders and visitors to our region, creating a legacy for future generations.

Our region has never had more need for a cultural and economic catalyst and champion. This *Statement of Intent 2022-25* outlines how we will help the region overcome its challenges and emerge strongly from three years of disruption, and ultimately deliver great value for all Aucklanders.

Our organisational focus on 'what's best for Tāmaki Makaurau Auckland' means we will continue to work with and support our key partners to build economies of scale to achieve cultural and economic outcomes, fuel our region's emerging industries, and offer an efficient regional delivery platform for national initiatives.

In line with the Mayor's expectations, our work will reflect Auckland Council's priorities and outcomes outlined in the *Auckland Plan 2050*, including contributing to Māori well-being.

Our new Māori Outcomes rūpū and our new Māori Outcomes Plan *Te Mahere Aronga 2021-24*, reflect our determination to prioritise and promote Māori economic and cultural outcomes. This includes contributing to Māori well-being and giving effect to Te Tiriti o Waitangi and the Treaty of Waitangi by advancing the aspirations of of Mana Whenua and Mataawaka, embedding Māori Outcomes through every aspect of our social, environmental, cultural and economic mahi for the region – and embedding te reo Māori in our communications.

We will also support the ongoing delivery of council's *Te Tāruke-ā-Tāwhiri: Auckland Climate Plan* which addresses the challenges of climate change. Climate Connect Aotearoa, the climate innovation hub we are developing alongside industry, will play a crucial part in our region's successful response.

As the world begins to adapt to living with the COVID-19 pandemic, our borders re-open in a staged process and domestic restrictions lift, our priority is to support Tāmaki Makaurau Auckland's recovery and focus on a positive future in collaboration with the wider Auckland Council whanau, government and industry.

We have developed programmes and projects that will help drive the region's recovery in an equitable way, and are beginning to implement those across the visitor, tech, screen and creative sectors.

Challenging economic and financial conditions mean we will move decisively to achieve efficiencies, sharpen our work programme and support the Council group to achieve a sustainable financial position over time.

In particular, Tātaki Auckland Unlimited's ability to generate external revenues has been tested by the COVID-19 pandemic with the outlook for 2023/23 modelled on a slow recovery of external revenue within the context of a constrained economic climate, and a gradual return of international travel and visitation.

In addition, the exclusion of the Accommodation Provider Targeted Rate (APTR) from the 2022/23 Annual Budget impacts our operational funding from council and limits our ability to promote Tāmaki Makaurau offshore and attract significant events as current border restrictions ease.

Management's key areas of future focus are: cost control; completing the merger transformation programme; helping to reform industry structures; identifying potential new revenue streams to replace funding sources lost in the most part due to the pandemic; and working with partners to help Tāmaki Makaurau recover.

In response to the Mayor's expectations, we will have a particular focus on working with partners to reactivate the city centre as borders open and visitors return, through targeted campaigns and an exciting coordinated calendar of attractions and events. This includes advancing work on the Aotea Creative Quarter and working closely with Eke Panuku Development Auckland – the lead agency for the implementation of council's City Centre Masterplan.

We will also continue to progress CCO Review recommendations to develop a single stadium operator model proposal for the city's four stadiums with the Eden Park Trust Board; and collaborate with Museum of Transport and Technology (MOTAT) to develop integration options.

Those priorities fit within our aspirations to deliver outcomes that meet our purpose of:

Enriching cultural and economic life in Tāmaki Makaurau

The financial constraints we face mean the Board faces some challenging decisions to prioritise our capital expenditure and operating activities. However, we know the work we deliver will have positive long-term impacts on Tāmaki Makaurau Auckland and the future course of Aucklanders' cultural enrichment and prosperity.



Mark Franklin
Chair



Nick Hill
Chief Executive

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Part I:

Strategic overview

Roles and responsibilities

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

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

Tātaki Auckland Unlimited Limited has a scope to deliver programmes and activities aimed at helping 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 aimed at enriching life in Auckland through engaging people with the arts, environment, sports and events.

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. The trust's assets and funds must be managed and applied to advance those charitable purposes.

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

Owned and operated:

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

Operated, but not owned (managed facilities):

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

Owned, and leased to a third party:

- Spark Arena (long-term lease to QPAM)

Tātaki Auckland Unlimited is the landowner for:

- MOTAT
- The Trusts Arena

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

- MOTAT

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.

Tātaki Auckland Unlimited provides operational and/or capital funding to:

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

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

Working with the council whānau

While Tātaki Auckland Unlimited is the regional economic and cultural agency, other entities across the council group (including Auckland Transport and Eke Panuku Development Auckland) all play important roles in achieving regional economic and cultural outcomes for Auckland. In addition, as Auckland and New Zealand emerges from COVID-19-related restrictions, local boards, Business Improvement Districts and other local entities also play an increasingly vital role in recovery and development at the local level. Tātaki Auckland Unlimited is committed to working proactively across the Council whānau at both the regional and local level to ensure optimum outcomes and deliver value for all Aucklanders.

Providing for the community

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

Cultural organisations

Tātaki Auckland Unlimited manages and supports four cultural organisations. These organisations are much loved by Aucklanders and are places that we guide and oversee to ensure they work efficiently and effectively together, for the benefit of Tāmaki Makaurau Auckland. As part of this role, we provide shared services in finance, marketing and communications, research, facilities management, people and culture, risk and assurance, information and communications technology, visitor security and project management and delivery. The four cultural organisations are:






- Auckland Art Gallery Toi O Tāmaki
- Auckland Stadiums
- Auckland Zoo
- New Zealand Maritime Museum Hui Te Ananui a Tangaroa.

Further detail related to each of these organisations is in Appendix 1.

Response to Council's strategic objectives

The *Auckland Plan 2050* is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. 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"> • Working with key local employers and institutions in less prosperous parts of the region, to facilitate industry development, local recruitment, workforce development training and progression. • Ensuring that events support the creation of a shared sense of belonging for Aucklanders and recognise, value and celebrate Auckland's diversity. • Promoting Auckland to Aucklanders as a place to meet, connect and enjoy participation in the community. • Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities. • Providing a wide range of free and/or subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use. • Recognising the importance of all aspects of accessibility across our venues, as reflected in affordability and physical accessibility. |
|  <p>Māori identity & wellbeing</p> | <ul style="list-style-type: none"> • Implementing our Māori outcomes plan for Tātaki Auckland Unlimited, <i>Te Mahere Aronga 2021-24</i>, aligned to Auckland Council's frameworks <i>Whiria te Muka Tangata</i> and <i>Kia Ora Tāmaki Makaurau</i>. • Developing an economic strategy that supports Māori economic aspirations. • Developing and implementing a Tātaki Auckland Unlimited social procurement strategy to identify and utilise quality assured Māori vendors across all avenues of Tātaki Auckland Unlimited. • Ensuring all key activities in our Māori outcomes plan reflect our commitment to advancing the principles of the Treaty of Waitangi. • Proudly showcasing Māori works, narratives and identity. • 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-design of an engagement framework and shared objectives with mana whenua. |
|  <p>Homes & places</p> | <ul style="list-style-type: none"> • Partnering with Eke Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place-based and transport initiatives delivered across the council group. • Developing, with a regional perspective, a range of fit-for-purpose event venues that are attractive and readily accessible to the residents and businesses of the region and its visitors. • Framing proposals for investment in the cultural infrastructure of the future, in support of the <i>Auckland Plan 2050</i> aspirations. • Ensuring that venues – as public spaces – continue to be climate resilient, inclusive and accessible for all Aucklanders. |
|  <p>Transport and access</p> | <ul style="list-style-type: none"> • Partnering with Eke Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place-based and transport initiatives delivered across the council group. |
|  <p>Environment and cultural heritage</p> | <ul style="list-style-type: none"> • Focusing on economic and cultural development that can be sustained and benefits both current and future generations – including support of inclusive growth, technological adoption and the growth of the regenerative economy. • Raising awareness of the benefits of operating in an environmentally sustainable way through supporting operators who lead in this space and providing preferential profile to organisations that embrace matauranga Māori and sustainability throughout their business. • Auckland Zoo contributing to local and international breeding, conservation and educational programmes to build an understanding of wildlife and conservation. • Committing to minimising use of resources (water, electricity and associated waste) and reducing emissions across our venues in line with the goals of <i>Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan</i>. • Committing to preserving Auckland's cultural and art history for future generations through Auckland Art Gallery, and the New Zealand Maritime Museum. • 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. |



Opportunity & prosperity

- Building a pipeline of opportunities and attracting investment that creates higher value employment across Auckland.
- Enhancing Auckland's innovation ecosystem and delivering new responses to the city's urban and economic challenges.
- Growing more dynamic, connected and export-focused businesses across Auckland.
- Establishing a climate innovation hub that will support a just transition across Auckland's key economic sectors.
- Offering educational programmes and professional training programmes for young people and young professionals across our facilities and venues.
- Providing an increasing amount of digital programme content that is freely available online and updated regularly, and creative industry hui and live performance streams.

Alignment with Other Auckland Council strategies and plans

Alongside the *Auckland Plan 2050*, Auckland Council has a suite of other strategies. Not all strategies apply equally to all CCOs, and resource constraints – together with the need to prioritise effort between many desirable outcomes – can limit the extent to which CCOs can contribute to some strategies. Strategies to which the work of Tātaki Auckland Unlimited is most aligned are outlined below.

Development Strategy

Through partnership with the broader council family, Tātaki Auckland Unlimited will align relevant activities with areas of focus identified through the Development Strategy – in particular in the south and west of Auckland. In addition, Tātaki Auckland Unlimited will support the economic narrative for business and growth areas in 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

Tātaki Auckland Unlimited is the lead agency for the Kia ora te Umanga, Māori Business, Tourism and Employment priority within *Kia Ora Tāmaki Makaurau*, the council's Māori Outcomes Performance Measurement Framework. In addition to leading this priority, our Māori outcomes plan, *Te Mahere Aronga 2021-24*, sets out our contributions to other long term priorities within *Kia Ora Tāmaki Makaurau* including Kia ora te Whanau (Whanau and Tamariki well-being), Kia ora te Reo (Te Reo Māori), Kia ora to Ahurea (Māori Identity and Culture), Kia ora te Rangatahi (Realising Rangatahi Potential), Kia ora te Taiao (Kaitiakitanga), Kia ora te Hononga (Effective Māori Participation) and Kia Hangai te Kaunihera (An Empowered Organisation).

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

Tātaki Auckland Unlimited plays a key role in the implementation of the economy section of *Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan*. Importantly, many of the plan objectives around resilience and economic sustainability have become even more urgent as COVID-19 has exposed some of the same economic vulnerabilities. Through our projects and programmes, including the delivery of New Zealand's first climate innovation hub, Tātaki Auckland Unlimited will work with

businesses to support Auckland's transition to a more resilient and regenerative economy. Internally, Tātaki Auckland Unlimited will contribute to Auckland Council group's emissions reduction target of 50 per cent by 2030, and net zero emissions by 2050 – and ensure it is prepared for the impacts of climate change.

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

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

Toi Whīti Arts and Culture Strategic Action Plan

Tātaki Auckland Unlimited plays a key role in the implementation of the *Toi-Whīti Arts and Culture Strategic Action Plan*, working with Auckland Council and the cultural sector to build collaboration, increase audience reach and impact. We are also working with and supporting council with the review and refresh of this strategy during 2022/23.

Auckland Water Strategy

Tātaki Auckland Unlimited supports the wider outcomes of the *Auckland Water Strategy* and will work with the council to understand how it can support the strategy's implementation.

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

Nature and scope of activities

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

Our purpose

Enriching cultural and economic life in Tāmaki Makaurau

Our operational context

An effective response to COVID-19

- We help drive Tāmaki Makaurau Auckland's strong emergence from the COVID-19 pandemic through:
- delivering programmes and partnerships that target sectors, firms, and residents most impacted
 - attracting, hosting and delivering events, exhibitions and programmes that foster social cohesion, instil community confidence and generate economic activity
 - ensuring our work adheres to appropriate guidelines and prioritises public safety

The strategic outcomes we are seeking

| | | | | |
|---|---|--|---|--|
| Enhance Auckland as a culturally vibrant city for all | Expand economic opportunities for all Aucklanders | Achieve social, economic, cultural and environmental return on Tātaki Auckland Unlimited's investments | Enhance Auckland's local, national and global reputation and appeal | Increase capital invested into Auckland for economic and cultural outcomes |
|---|---|--|---|--|

How our activities align to our outcomes

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

Our enabling objective

Build a sustainable future-focussed organisation

| | | | | |
|-------------------------|----------------------|-------------------------|-----------------|--------|
| Climate change response | Māori responsiveness | Digital and data driven | Revenue streams | People |
|-------------------------|----------------------|-------------------------|-----------------|--------|

Alignment with the Auckland Council Long Term Plan 2021-31

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

| Long Term Plan 2021-31 Measures | Targets | | |
|--|---------|---------|---------|
| | 2022/23 | 2023/24 | 2024/25 |
| The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events. | 1.82m | 2.08m | 2.10m |
| The net promoter score for Tātaki Auckland Unlimited's audiences and participants. | 40 | 40 | 40 |
| The percentage of operating expenses funded through non-rates revenues. | 47% | 58% | 60% |
| The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland. | 40 | 40 | 40 |
| The contribution to regional GDP from major events and business events attracted or supported. | \$37m | \$71m | \$28m |
| Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention. | 1200 | 1200 | 1200 |
| Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention. | 150 | 150 | 150 |

Approach to governance

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 as they relate to:

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

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

Working in partnership with Mana Whenua and Mataawaka² in Tamaki Makaurau

Tātaki Auckland Unlimited is committed to working in partnership with Māori including ensuring that any activities, events, programmes, services or development projects are in accordance with relevant legislation and reflect the recommendations of the Te Tiriti o Waitangi audit programmes. While we have established a baseline from which to move forward, we have also received guidance through the audit programmes on areas of improvement. These include:

- The application of treaty principles and values to our work
- Engagement with Mana Whenua, Mataawaka, and participation in decision-making processes³ – including building strong governance level relationships.
- Building Māori responsiveness capability and capacity within Tātaki Auckland Unlimited
- Monitoring and reporting our progress on programmes, services, Māori businesses, cultural and economic development, and Māori outcomes.

Our aim is to improve on these areas by addressing outstanding goals and actions from the previous Māori Responsiveness Plans and implementing our new Māori Outcomes Plan, *Te Mahere Aronga*, to achieve actions that realise and contribute to delivering Māori outcomes.

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 Committee
- Remuneration Committee
- Capital Projects Committee
- Destination Committee.

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

² See Local Government (Auckland Council) Act 2009

³ See Local Government Act 2002 s4, Parts 2 and 6

Asset management

Tātaki Auckland Unlimited has undertaken a comprehensive review of its Asset Management function, processes and current maturity level and is set to implement a programme of key initiatives to raise capability. This includes participation in Auckland Council's annual infrastructure strategic alignment process through providing updated Asset Management Plan information annually at the end of June. Tātaki Auckland Unlimited aims to align strategic direction to investment decisions in each asset group (across asset management and asset planning) and work with council to improve asset data and asset investment data quality to enable better decision-making across and within asset portfolios

Acquisition of shares

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

Public meetings

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

| Purpose of Public Meeting | Date | Form of Public Notification |
|--|--------------|---|
| Consider prior year performance against SOI targets | October 2022 | Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com |
| Consider shareholder comments on draft SOI for Tātaki Auckland Unlimited Limited for 2023-2026 | June 2023 | Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com |

Task Force on Climate-related Financial Disclosures reporting

In collaboration with Auckland Council, Tātaki Auckland Unlimited is committed to reporting on Task Force on Climate-related Financial Disclosures (TCFD) and working towards more comprehensive reporting – including the organisation's top climate risks (physical and transitional) and associated emissions reductions plan (aligning with council group's emissions reduction target of 50 per cent by 2030), and adaptation plans.

Health, safety and well-being

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

"We look after our safety and well-being" (Ka tiaki tātou kia āhuru, kia ora tonu tatou).

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

Our mission is: "Home without harm. Everyone. Every day". This has been emphasised for our people and visitors as New Zealand adapts to life in the COVID-19 pandemic and establishes new protocols required to operate safely.

Part 2:

Statement of Performance Expectation (2022/23)

Introduction

This Statement of Performance Expectation section sets out Tātaki Auckland Unlimited's key deliverables over the 2022/23 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.

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

COVID-19

This Statement of Intent, and in particular this Statement of Performance Expectation for 2022/23, has been developed against the ongoing backdrop of the global pandemic of COVID-19, one of the most disruptive events Auckland – and the world – has ever faced. Tātaki Auckland Unlimited's ability to generate external revenues has been tested for the past two years by the pandemic and associated impacts on travel, attendance, development and operations. The outlook for 2022/23 has modelled a recovery scenario. This reflects the expectation of continued constrained economic conditions, potential ongoing operating restrictions, and a gradual return of international travel and visitation. The external revenue generated by Tātaki Auckland Unlimited funds a significant proportion of the cost of delivering the programmes and activities that help achieve the organisational objectives agreed with Auckland Council.

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

Accommodation Provider Targeted Rate (APTR)

The decision to suspend the APTR over the past two years – due to the impacts of COVID-19 on the accommodation sector – was the right thing to do and a decision we supported. The removal of the APTR from the Auckland Council Annual Budget for FY 2022/23 has a significant impact on Tātaki Auckland Unlimited's operations – with the year's funding for visitor economy related activity decreased by up to \$14.9m. While we have received some government funding to offset some of this loss in the short term, programmes in many areas of the business will be affected by the loss of the APTR funding. This may include:

- International visitor attraction
- Business event attraction and hosting
- International student programmes
- Marketing and media spend to attract visitors and events
- Many areas of the tourism portfolio (including destination management plans)
- International engagement (including travel).

How we will deliver : one-year work programme

| Enhance Auckland as a culturally vibrant city for all | Timeframe |
|---|---|
| Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible. | |
| Breathe cultural life into Auckland through experiences we offer <ul style="list-style-type: none"> • Deliver engaging, innovative and relevant exhibitions and events for Aucklanders and visitors through our Tātaki Auckland Unlimited venues and facilities. • Provide natural and cultural heritage experiences for visitors to the Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum. • Ensure that the programmes and events of Tātaki Auckland Unlimited are relevant to, and reach, all sectors of the Auckland community by identifying and tailoring content for under-represented sectors, delivering community outreach programmes and growing our digital content. • Provide Māori artists and entertainers with a platform to showcase their talent through Auckland Live and Auckland Conventions, Venues and Events. • Provide curriculum-based learning opportunities for school students in Auckland through delivering subsidised school programmes focusing on wildlife conservation, New Zealand's maritime heritage, visual and performing arts, and providing venues for school students involved in sports training and performance. • Provide training opportunities in specialist skills of relevance to wildlife management, the performing and visual arts, heritage preservation and high-performance sports events. • Provide an exceptional experience for all our customers through improving our venues, and continuous improvement initiatives focused on making information more accessible to customers, simplifying our processes, and enhancing customer service training. | Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing |
| Create a dynamic city through delivery of a unified major events programme <ul style="list-style-type: none"> • Partner to attract, deliver and develop a programme of major sporting and cultural events, performances, exhibitions, and business events that attract visitation and are a catalyst for Auckland's region-wide economic prosperity and recovery. • During 2022/23, support the delivery and leverage a range of major events for Auckland including: <ul style="list-style-type: none"> ◦ World Rally Championship (September/October 2022) ◦ Rugby World Cup (October/November 2022) ◦ WBSC Men's Softball World Championship (November/December 2022) ◦ Te Matatini (February 2023) • Deliver Elemental AKL 2022. • Deliver Lantern, Pasifika and Diwali festivals under a consolidated cultural festivals strategy including a consolidated approach to landfill waste diversion and carbon footprint monitoring. • Lead council whānau preparations for FIFA Women's World Cup 2023. • Develop a coordinated approach across the Auckland Council group and sector to event, venue and stadium programming and investment – to ensure Auckland maximises opportunities for residents, attracts visitors and builds Auckland's brand and reputation. • Target carbon neutral and zero waste Auckland Council group events and venues – to change consumer expectations and create market-moving momentum. | Ongoing 2022/23 2022/23 2022/23 2022/23 Ongoing Ongoing |
| Expand economic opportunities for all Aucklanders | Timeframe |
| We support Auckland business to innovate and thrive through partnering and delivering programmes and projects that enhance Auckland's innovation ecosystem, support business growth, and enhance skills and talent. | |
| Support key economic sectors <ul style="list-style-type: none"> • Support business with an increased focus on Māori business programmes in key sectors of activity – tourism, technology, creative and screen. • Continue development of Māori Outcomes Strategy: Māori Economy – future phases (social procurement, skills and talent, the cultural economy and cultural infrastructure). • Support Whāriki Māori Business Network's development and growth, to build stronger connections with the Māori business community, lift the profile and strengthen the advocacy of Māori-owned businesses and deliver capability support to Māori business owners. | Ongoing 2022/23 |

| | |
|--|----------|
| <ul style="list-style-type: none"> • Activate Auckland's innovation network, through GridAKL and the development of knowledge-intensive hubs across the region. The innovation network will: <ul style="list-style-type: none"> ○ Foster equity of access, and connection, into Auckland's innovation network for Māori and Pacific peoples ○ Build Auckland's comparative advantage in the technology-led weightless economy ○ Foster Auckland's transition to a low carbon and regenerative economy. | 2022/23 |
| <ul style="list-style-type: none"> • Review and implement actions anchored in <i>Destination AKL 2025</i> and the <i>Destination AKL Recovery Plan</i> with a strong focus on destination management and Tāmaki Makaurau recovering as a more sustainable, thriving and resilient destination. | 2022/23 |
| <ul style="list-style-type: none"> • Implement actions from the recently developed <i>Tech Tāmaki Makaurau</i> five-year technology strategy including increased participation of Māori in the technology sector, to drive Auckland's economic recovery from COVID-19. | 2022/23 |
| <ul style="list-style-type: none"> • Implement actions from the <i>Create Auckland 2030</i> strategy (with industry), building on Auckland's position as a leader in creative industries, including screen, digital and interactive media, and music, with a strong focus on delivering outcomes for Māori. | Ongoing |
| <ul style="list-style-type: none"> • Facilitate the development of a circular economy (with a particular focus on south Auckland) to support businesses to grow, increase investment and embrace sustainability. | Ongoing |
| <ul style="list-style-type: none"> • Identify, develop and facilitate new tourism products and experiences across Auckland and advocate for infrastructure enhancements including Māori tourism product and cycle trail product. | Ongoing |
| Attract and develop skills and talent | |
| <ul style="list-style-type: none"> • Deliver the government-funded Alo Vaka Pacific Skills Shift Initiative to support Pacific peoples currently in low-skill and/or precarious work through the development and delivery of micro-credential training through the workplace. | 2022/23, |
| <ul style="list-style-type: none"> • Work with businesses to support skills development and training, recruitment and retention strategies through the government's Regional Skills Leadership Group; the Youth Employer Pledge network; and other initiatives. | Ongoing |
| <ul style="list-style-type: none"> • Focus on youth employment and Māori and Pacific peoples in south and west Auckland in partnership with The Southern Initiative. | Ongoing |
| <ul style="list-style-type: none"> • Identify key skill shortages in Tāmaki Makaurau and work with the Government and industry on opportunities to attract both domestic and international talent to Auckland. | Ongoing |
| Support economic places and precincts | |
| <ul style="list-style-type: none"> • Work with Auckland Council, Eke Panuku Development Auckland and central government to reactivate the city centre as borders open and visitors return. | 2022/23 |
| <ul style="list-style-type: none"> • Work with local boards (through managing their Locally Driven Initiative work programme), and partners to develop and deliver local programmes that help to build consumer and business confidence in Auckland's economic recovery, and stimulate intra-regional demand. | Ongoing |
| <ul style="list-style-type: none"> • Complete destination management plans and a programme for delivery for Waiheke Island and Aotea Great Barrier Island, and develop plans for Matakana Coast and west Auckland. | 2022/23 |
| <ul style="list-style-type: none"> • Produce local board-level economic data and information to support local boards in their decision making, including three yearly local economic overviews and updates to the Auckland Prosperity Index. | 2022/23 |
| <ul style="list-style-type: none"> • Support key urban growth, regeneration and redevelopment programmes to inform the delivery of local economic outcomes that support the regional economy by: <ul style="list-style-type: none"> ○ Collaborating with Auckland Council, Eke Pānuku Development Auckland (Henderson, Manukau) and central government (Tāmaki, Drury) ○ Working with Auckland Council to identify and describe the key economic places of focus for Auckland ○ Developing a consistent package of economic information, including a spatial economic narrative ○ Producing place-based economic development plans where required. | Ongoing |
| <ul style="list-style-type: none"> • Work with Auckland Council to develop a consistent economic development planning approach to Auckland's identified Urban Growth Locations and new economic areas. | Ongoing |
| Support a regenerative economy and climate innovation | |
| <ul style="list-style-type: none"> • Develop programmes to support businesses to transition to a low carbon, resilient future including through regenerative economy practices and opportunities, and supporting investment in green technology and innovation. | Ongoing |
| <ul style="list-style-type: none"> • Develop a series of climate and sustainability actions in collaboration with key partners that will guide the visitor economy's recovery towards a more resilient, adaptable and low impact (regenerative) sector. | Ongoing |

| | |
|--|------------------|
| <ul style="list-style-type: none"> Establish a climate innovation hub with a focus on examining pathways towards de-carbonising and building resiliency for Auckland's economy. Focus on four themes – food, energy, transport, and built environment – while embedding equity, te ao Māori, and rangatahi voice. | 2022/23 |
| | 2022/23 |
| Achieve social, economic, cultural and environmental return on Tātaki Auckland Unlimited's investments | Timeframe |
| We are the guardians for Auckland's largest range of cultural and economic places, facilities and collections and ensure that these provide an effective return for Aucklanders and visitors now and into the future. | |
| <ul style="list-style-type: none"> Continue to progress a business case for the development of a single stadium operator model for Auckland's four stadiums – working with the Eden Park Trust Board and Auckland Council. | 2022/23 |
| <ul style="list-style-type: none"> Continue to work collaboratively with the Museum of Transport and Technology (MOTAT) and Auckland Council on options to integrate MOTAT with Tātaki Auckland Unlimited. | 2022/23 |
| <ul style="list-style-type: none"> Work with Eke Panuku Development Auckland as the lead agency for the implementation of the City Centre Masterplan to advance work on the Aotea Creative Quarter – including maintenance of the Aotea Precinct as the cultural centre of Auckland. | Ongoing |
| <ul style="list-style-type: none"> Complete the expansion of Auckland Film Studios with the construction of two studios. Review ongoing involvement in studio operations. Work with Auckland Council to progress the sale of the studios, as directed by elected members. | 2022/23 |
| <ul style="list-style-type: none"> Continue delivery of the Future Zoo developments. | Ongoing |
| <ul style="list-style-type: none"> Curate the visual arts offering to Aucklanders. | Ongoing |
| <ul style="list-style-type: none"> Support ongoing wildlife, visual arts and heritage conservation activities at Auckland Zoo, Auckland Art Gallery, and NZ Maritime Museum. | Ongoing |
| <ul style="list-style-type: none"> Develop a cultural framework and work programme for the region's cultural organisations – with the aim of increased collaboration, greater collective impact and more effective use of funding. | 2022/23 |
| Enhance Auckland's local, national and global reputation and appeal | Timeframe |
| Telling a consistent story about what makes us unique will attract the investment, workers, students and visitors that will help our region grow in a way that enhances what we love about Tāmaki Makaurau Auckland. | |
| <ul style="list-style-type: none"> Engage across the Auckland Council group as leaders in, and partner with Auckland businesses, residents, and visitors to share, Auckland's unique positioning and narrative – the Tāmaki Makaurau Auckland Place Brand – as documented in <i>Tāmaki Makaurau He Aratohu Auckland Playbook</i>. | Ongoing |
| <ul style="list-style-type: none"> Lead the development of Auckland stories in alignment with <i>Tāmaki Makaurau He Aratohu Auckland Playbook</i> 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. | Ongoing |
| <ul style="list-style-type: none"> Develop a domestic and Australian tourism campaign in partnership with, mana whenua, Tourism New Zealand, corporate partners and neighbouring regions – and leverage Tourism New Zealand's domestic campaign to drive travel to Auckland with a focus on summer 2023. | 2022/23 |
| <ul style="list-style-type: none"> Develop a new digital content, engagement and transactional platform which supports great online experiences for Aucklanders and visitors across the region (Digital Auckland). | 2022/23 |
| <ul style="list-style-type: none"> 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. | Ongoing |
| Increase capital invested into Auckland for economic and cultural outcomes | Timeframe |
| We attract investment into Auckland that creates high quality employment and seek investment solutions for Auckland that enhance social, cultural, economic and environmental outcomes for the city. | |
| <ul style="list-style-type: none"> Further develop the Invest Auckland site (www.aucklandnz.com/invest) to attract business and foreign direct investment (FDI) into key Auckland sectors (infrastructure and construction, screen/technology/digital, green economy and tourism). | Ongoing |
| <ul style="list-style-type: none"> Focus on key sectors that present large-scale opportunities for Auckland (e.g. technology, green economy, digital entertainment) and develop international business attraction strategies. | Ongoing |
| <ul style="list-style-type: none"> Support the digital creative industries, in particular screen (as Auckland's regional film office, Screen Auckland) to attract productions, business, talent and investment and deliver film permitting operations. | Ongoing |
| <ul style="list-style-type: none"> Improve the film and event permitting approval process, including: <ul style="list-style-type: none"> Work to standardise the film permitting approval process Investigating how filming activities can be better enabled in the Unitary Pla | Ongoing |

| | |
|--|---------|
| <ul style="list-style-type: none"> Investigating the viability of multi-site resource consents for filming and major events. Working with council, mana whenua and industry to address the implications of council's Sites and Places of Significance to Mana Whenua schedule on filming activity. | 2022/23 |
|--|---------|

Enabling objective

| Build a sustainable, future-focussed organisation | Timeframe |
|---|--|
| Implement our climate change response <ul style="list-style-type: none"> Align the organisational internal climate change and sustainability strategy to Te Tāruke-ā-Tāwhiri and Environmental Sustainability Policy (2019). Develop adaption plans for the organisation (e.g. installation of water tanks for Auckland Zoo). Deliver on waste diversion from landfill targets (70 to 80 per cent target depending on site or event). Develop an organisation-wide climate change and sustainability strategy that includes key areas such as water and energy efficiency management, waste management, emissions reduction, and adaptation roadmaps. Enable, support and deliver low carbon events. Develop annual measurement and verification of operational carbon emissions in accordance with ISO 14064-1:2006 and aligned to climate-related disclosure requirements. | Ongoing Ongoing Ongoing 2022/23 Ongoing 2022/23 |
| Enhance our Māori responsiveness <ul style="list-style-type: none"> Strengthen relationships with mana whenua groups to support cultural and economic aspirations including governance level relationships with the Tāmaki Makaurau Mana Whenua Forum. Establish a Māori Economic Advisory Group for Tāmaki Makaurau in consultation with partners and stakeholders. Implement the actions in our new Māori Outcomes Plan <i>Te Mahere Aronga 2021-24</i> including from the perspective of building an empowered organisation: <ul style="list-style-type: none"> Develop and implement a capability and capacity development support plan that aligns to the Council whānau Māori Employment Strategy (MAHI) and includes evaluations to identify knowledge and skills Tātaki Auckland Unlimited requires to achieve Māori outcomes. Support the formation of a Māori employee staff network. Develop career pathways for rangatahi across sectors of Tātaki Auckland Unlimited to align with the council group's commitments. Support the Tātaki Auckland Unlimited Board to strengthen their understanding of relationships and partnerships with mana whenua and mataawaka through a programme of learning and capability building for treaty-responsive leaders. Develop and implement a Tātaki Auckland Unlimited social procurement strategy to identify and utilise quality assured Māori vendors across the business. | Ongoing 2022/23 Ongoing 2022/23 |
| Build our digital capacity and capability <ul style="list-style-type: none"> Invest in systems that support revenue generation, membership and audience growth and commercial business development. Support a single region-wide exhibitions, events and attraction calendar and Digital Auckland to support achievement of merger benefits and synergies, audience development, revenue growth and recovery. Establish a data lake to support decision making and commercial opportunities. Address technical debt and raise our digital maturity. | Ongoing 2022/23 2022/23 Ongoing |
| Grow existing and build new revenue streams <ul style="list-style-type: none"> Grow existing and build new revenue streams to leverage ratepayer funding of core operations through: <ul style="list-style-type: none"> Ensuring we maximise current revenue opportunities through identifying commercial opportunities for Tātaki Auckland Unlimited within our venues and event programmes and ongoing reviews of costs, margins and efficiencies. Developing new products and services using data and digital capability. Working in partnership with the private sector to build corporate sponsorship and philanthropic support, develop industry funding mechanisms and explore public private partnerships. Continuing to partner with central government on programmes to support cultural and economic outcomes for Tāmaki Makaurau Auckland. | Ongoing |

| | |
|--|-----------------------------------|
| Invest in our people <ul style="list-style-type: none">• Bring together one Tātaki Auckland Unlimited by fully embedding the Target Operating Model and setting the organisation up for success through culture, values, mindsets and ways of working.• Ensuring we attract and retain the right people in the right roles, doing the right things to deliver our business priorities.• Build the confidence and capability of our leaders at all levels to create the conditions for economic and social prosperity for Aucklanders. | 2022/23 Ongoing Ongoing |
|--|-----------------------------------|

Performance outlook

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

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 Indicators⁴

| Key Performance Indicator | 2020/21 Actual | 2021/22 Forecast | Targets | | |
|---|-------------------|---------------------|---------|---------|---------|
| | | | 2022/23 | 2023/24 | 2024/25 |
| Enhance Auckland as a culturally vibrant city for all | | | | | |
| The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events. (LTP measure) | Not measured | 1.44m | 1.82m | 2.08m | 2.10m |
| Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibition enrich their lives. | 75% | 70% | 70% | 70% | 70% |
| The net promoter score for Tātaki Auckland Unlimited’s audiences and participants. ⁵ (LTP measure) | 53 | 20 | 40 | 40 | 40 |
| Expand economic opportunities for all Aucklanders | | | | | |
| Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention. (LTP measure) | 7,357 | 3,000 | 1,200 | 1,200 | 1,200 |
| Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention. (LTP measure) | 665 | 150 | 150 | 150 | 150 |
| Achieve social, economic, cultural and environmental return on investment | | | | | |
| The percentage of operating expenses funded through non-rates revenues. (LTP measure) | 50% | 44% | 47% | 58% | 60% |
| Increase capital investment into Auckland for economic and cultural outcomes | | | | | |
| Attributable value of private sector investment secured during the year. | \$438.7m | \$200m | \$200m | \$200m | \$200m |
| The contribution to regional GDP from major events and business events attracted or supported. (LTP measure) | \$14.3m | \$34m | \$37m | \$71m | \$28m |
| Build a sustainable future focussed organisation | | | | | |

⁴ A breakdown of these KPIs across Auckland Unlimited Limited and its trust operations, Regional Facilities Auckland is shown in Appendix 2.

⁵ 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.

| | | | | | |
|---|--------------|---------------------------------------|-----|-----|-----|
| Carbon emission reductions (year-on-year % change). | 10.8% | 0% | 10% | 10% | 5% |
| The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure) | 127 | 20 | 40 | 40 | 40 |
| Percentage of customer complaints resolved within 10 working days. | Not measured | Develop policy, process and benchmark | 80% | 80% | 80% |

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. During the next year, 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. As the region's cultural and economic development agency, we take a leadership role in monitoring, reporting and influencing these indicators as we can. However, we do not measure the performance of our organisation against them.

Consolidated Financial Statements

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for Tātaki Auckland Unlimited. Tātaki Auckland Unlimited operates a diverse business model with external revenue earned from commercial activities such as admission charges, venue hire, event-related services, and property rental.

As part of the Auckland Council group, Tātaki Auckland Unlimited will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and maintain a strong focus on managing sensitive expenditure. In the context of a constrained financial environment across the council group, Tātaki Auckland Unlimited will work with council to implement \$15m in permanent cost reductions in 2023/24 – growing to \$30m from 2024/25. These will be through efficiency savings and service reductions as agreed with council.

The financial information provided in this *Statement of Intent 2022-2025* 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 2020/21, and the Annual Plan/Long-Term Plan for financial years 2021/22, 2022/23, 2023/24 and 2024/25.

The tables below do not include deferred programme expenditure from the 2021/22 financial year.

Consolidated Financial Information for Tātaki Auckland Unlimited⁶

Tātaki Auckland Unlimited Operating Budget

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--|---------------------|--------------------------|--------------------------|------------------|------------------|
| NET DIRECT EXPENDITURE / (INCOME) | 86.9 | 113.3 | 124.7 | 112.8 | 110.5 |
| Direct Revenue (\$m) | | | | | |
| Fees and user charges | 24.3 | 39.5 | 46.7 | 62.5 | 67.0 |
| Operating grants and subsidies | 27.1 | 18.4 | 10.0 | 11.4 | 6.0 |
| Other direct revenue | 30.3 | 31.7 | 23.4 | 28.2 | 29.6 |
| TOTAL REVENUE | 81.7 | 89.6 | 80.2 | 102.0 | 102.6 |
| Direct Expenditure (\$m) | | | | | |
| Employee benefits | 75.3 | 81.1 | 95.4 | 98.4 | 98.5 |
| Grants, contributions and sponsorship | 9.3 | 12.7 | 10.9 | 14.1 | 14.3 |
| Other direct expenditure | 84.0 | 109.1 | 98.6 | 102.4 | 100.2 |
| TOTAL EXPENDITURE | 168.6 | 202.9 | 204.9 | 214.9 | 213.1 |
| Other key operating lines (\$m) | | | | | |
| Funding from Auckland Council | 86.9 | 113.3 | 124.7 | 112.8 | 110.4 |
| Vested assets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Non-direct revenue | 1.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Non-direct expenditure | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Depreciation and amortisation | 39.0 | 45.7 | 45.5 | 46.9 | 47.8 |
| Net finance expense | 0.2 | 0.1 | (0.1) | (0.0) | (0.1) |
| Tax expense | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

⁶ A breakdown of Operating and Capital Budgets for Tātaki Auckland Unlimited Limited and its trust operations, Tātaki Auckland Unlimited Trust are contained in Appendix 3.

Tātaki Auckland Unlimited Māori Outcomes Expenditure

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|-------------------------------|---------------------|--------------------------|--------------------------|------------------|------------------|
| Tāmaki Herenga Waka Festival | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Māori Outcomes Programme | na | 0.5 | 1.5 | 1.5 | 1.5 |

Tātaki Auckland Unlimited Operating Budget by LTP Activity

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--------------------------------|---------------------|--------------------------|--------------------------|------------------|------------------|
| Net Direct Expenditure (\$m) | | | | | |
| Economic Development & Visitor | 37.8 | 48.9 | 58.8 | 55.7 | 54.4 |
| Regional Facilities | 49.0 | 64.5 | 65.9 | 57.1 | 56.1 |
| NET DIRECT EXPENDITURE | 86.8 | 113.4 | 124.7 | 112.8 | 110.5 |
| Direct Revenue (\$m) | | | | | |
| Economic Development & Visitor | 33.6 | 37.7 | 22.6 | 23.5 | 18.8 |
| Regional Facilities | 48.1 | 51.9 | 57.6 | 78.5 | 83.8 |
| TOTAL REVENUE | 81.7 | 89.6 | 80.2 | 102.0 | 102.6 |
| Direct Expenditure (\$m) | | | | | |
| Economic Development & Visitor | 71.4 | 86.6 | 81.4 | 79.3 | 73.2 |
| Regional Facilities | 97.1 | 116.4 | 123.5 | 135.6 | 139.8 |
| TOTAL EXPENDITURE | 168.5 | 203.0 | 204.9 | 214.9 | 213.1 |

Tātaki Auckland Unlimited Capital Budget

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--|---------------------|--------------------------|--------------------------|------------------|------------------|
| TOTAL CAPITAL EXPENDITURE (\$m) | 50.8 | 56.7 | 58.0 | 57.2 | 51.1 |
| To meet additional demand | | | 0.4 | | |
| To improve the level of service | 0.8 | 0.1 | 0.6 | 0.9 | 0.8 |
| To replace existing assets | 50.0 | 56.6 | 57.0 | 56.3 | 50.3 |
| TOTAL CAPITAL FUNDING | 50.8 | 56.7 | 58.0 | 57.2 | 51.1 |
| Sources of capital expenditure | | | | | |
| Capital funding from Auckland Council | 48.2 | 56.7 | 58.0 | 57.2 | 51.1 |
| Subsidies and grants – capex | 2.6 | 0.0 | 0.0 | 0.0 | 0.0 |

Other Financial Information

| | |
|-------------------------|--|
| Current value of assets | The value of Tātaki Auckland Unlimited’s assets at 30 June 2021 was \$1,647 million, based on the year end accounts. A more recent valuation will be available in the final Statement of Intent. |
| Accounting Policies | Tātaki Auckland Unlimited’s accounting policies are consistent with those of the Auckland Council group. |
| 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. |

| | 2021/22 LTP | 2022/23 LTP | 2023/24 LTP | 2024/25 LTP |
|--------------------------|-------------|-------------|-------------|-------------|
| Asset Sales (\$m) | NA | NA | NA | NA |
| Shareholder Equity Ratio | 95% | 95% | 95% | 95% |

Appendix 1: Cultural Organisations

Auckland Art Gallery Toi O Tāmaki

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

Auckland Art Gallery:

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

Auckland Stadiums

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

Auckland Stadiums:

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

Auckland Zoo

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

Auckland Zoo:

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

New Zealand Maritime Museum Hui Te Ananui a Tangaroa

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

NZ Maritime Museum:

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

Appendix 2: Key Performance Indicators

The table below shows which of Tātaki Auckland Unlimited's KPIs relate to company activity (Tātaki Auckland Unlimited Limited) and which relate to trust activity (Tātaki Auckland Unlimited Trust). The KPIs below will be reported through separate Statement of Service Performance sections of the Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust annual reports.

| Key Performance Indicator | Tātaki Auckland Unlimited Limited (TAUL) or Tātaki Auckland Unlimited Trust (TAUT) |
|--|--|
| Enhance Auckland as a culturally vibrant city for all | |
| The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events. (LTP measure) | TAUT |
| Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibition enrich their lives. | TAUT |
| The net promoter score for Tātaki Auckland Unlimited's audiences and participants. (LTP measure) | TAUT |
| Expand economic opportunities for all Aucklanders | |
| Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention. (LTP measure) | TAUL |
| Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention. (LTP measure) | TAUL |
| Achieve social, economic, cultural and environmental return on investment | |
| The percentage of operating expenses funded through non-rates revenues. (LTP measure) | TAUT |
| Increase capital investment into Auckland for economic and cultural outcomes | |
| Attributable value of private sector investment secured during the year. | TAUL |
| The contribution to regional GDP from major events and business events attracted or supported. (LTP measure) | TAUL |
| Build a sustainable future focussed organisation | |
| Carbon emission reductions. (year-on-year % change) | TAUT |
| The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure) | TAUT |
| Percentage of customer complaints resolved within 10 working days. | TAUT |

Appendix 3: Detailed Financial Statements

Financial Information for Tātaki Auckland Unlimited Limited

Tātaki Auckland Unlimited Limited Operating Budget

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--|---------------------|--------------------------|--------------------------|------------------|------------------|
| NET DIRECT EXPENDITURE / (INCOME) | 37.8 | 48.9 | 58.8 | 55.7 | 54.4 |
| Direct Revenue (\$m) | | | | | |
| Fees and user charges | 0.3 | 0.8 | 0.5 | 0.6 | 0.6 |
| Operating grants and subsidies | 14.0 | 16.4 | 7.5 | 9.2 | 4.1 |
| Other direct revenue | 19.3 | 20.5 | 14.6 | 13.8 | 14.1 |
| TOTAL REVENUE | 33.6 | 37.7 | 22.6 | 23.5 | 18.8 |
| Direct Expenditure (\$m) | | | | | |
| Employee benefits | 20.6 | 25.5 | 31.9 | 27.5 | 26.2 |
| Grants, contributions and sponsorship | 6.7 | 11.0 | 7.4 | 12.5 | 12.8 |
| Other direct expenditure | 44.1 | 50.1 | 42.1 | 39.3 | 34.3 |
| TOTAL EXPENDITURE | 71.4 | 86.6 | 81.4 | 79.3 | 73.2 |
| Other key operating lines (\$m) | | | | | |
| Funding from Auckland Council | 39.1 | 48.9 | 58.8 | 55.7 | 54.4 |
| Vested assets | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Non-direct revenue | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Non-direct expenditure | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Depreciation and amortisation | 2.4 | 3.0 | 3.0 | 3.0 | 3.0 |
| Net finance expense | (0.0) | 0.0 | 0.0 | 0.0 | 0.0 |
| Tax expense | 39.1 | 48.9 | 58.8 | 55.7 | 54.4 |

Tātaki Auckland Unlimited Limited Capital Budget

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--|---------------------|--------------------------|--------------------------|------------------|------------------|
| TOTAL CAPITAL EXPENDITURE (\$m) | 0.2 | 0.6 | 0.2 | 0.2 | 0.1 |
| To meet additional demand | | | | | |
| To improve the level of service | | | | | |
| To replace existing assets | 0.2 | 0.6 | 0.2 | 0.2 | 0.1 |
| TOTAL CAPITAL FUNDING | 0.2 | 0.6 | 0.2 | 0.2 | 0.1 |
| Sources of capital expenditure | | | | | |
| Capital funding from Auckland Council | 0.2 | 0.6 | 0.2 | 0.2 | 0.1 |
| Subsidies and grants – capex | | | | | |

Financial Information for Tātaki Auckland Unlimited Trust

Tātaki Auckland Unlimited Trust Operating Budget

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--|---------------------|--------------------------|--------------------------|------------------|------------------|
| NET DIRECT EXPENDITURE / (INCOME) | | | | | |
| Direct Revenue (\$m) | | | | | |
| Fees and user charges | 24.0 | 38.7 | 46.3 | 61.9 | 66.4 |
| Operating grants and subsidies | 13.1 | 2.0 | 2.5 | 2.2 | 1.9 |
| Other direct revenue | 11.0 | 11.1 | 8.8 | 14.4 | 15.4 |
| TOTAL REVENUE | 48.1 | 51.9 | 57.6 | 78.5 | 83.8 |
| Direct Expenditure (\$m) | | | | | |
| Employee benefits | 54.7 | 55.6 | 63.5 | 70.9 | 72.3 |
| Grants, contributions and sponsorship | 2.5 | 1.8 | 3.6 | 1.5 | 1.6 |
| Other direct expenditure | 39.9 | 59.0 | 56.5 | 63.2 | 66.0 |
| TOTAL EXPENDITURE | 97.1 | 116.4 | 123.5 | 135.6 | 139.8 |
| Other key operating lines (\$m) | | | | | |
| Funding from Auckland Council | 56.9 | 64.5 | 65.9 | 57.0 | 56.0 |
| Vested assets | 2.2 | 0.0 | 0.0 | 0.0 | 0.0 |
| Non-direct revenue | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 |
| Non-direct expenditure | 0.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Depreciation and amortisation | 36.6 | 42.7 | 42.5 | 43.9 | 44.9 |
| Net finance expense | (0.2) | (0.1) | (0.1) | (0.0) | (0.1) |
| Tax expense | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Tātaki Auckland Unlimited Trust Capital Budget

| Financial year ending 30 June | 2020/2021 Actual | 2021/2022 Annual Plan | 2022/2023 Annual Plan | 2023/2024 LTP | 2024/2025 LTP |
|--|---------------------|--------------------------|--------------------------|------------------|------------------|
| TOTAL CAPITAL EXPENDITURE (\$m) | 50.6 | 56.1 | 57.8 | 57.0 | 50.9 |
| To meet additional demand | 0.0 | 0.0 | 0.4 | 0.0 | 0.0 |
| To improve the level of service | 0.8 | 0.1 | 0.6 | 0.9 | 0.8 |
| To replace existing assets | 49.8 | 56.0 | 56.8 | 56.1 | 50.1 |
| TOTAL CAPITAL FUNDING | 50.6 | 56.1 | 57.8 | 57.0 | 50.9 |
| Sources of capital expenditure | | | | | |
| Capital funding from Auckland Council | 48.0 | 56.1 | 57.8 | 57.0 | 50.9 |
| Subsidies and grants – capex | 2.6 | 0.0 | 0.0 | 0.0 | 0.0 |

Chief Executive Report

Report to Board of Tātaki Auckland Unlimited – 27 July 2022

1. Introduction

With the new financial year, we are trialling a new approach to monthly CE Reporting with a stronger focus on reporting performance against agreed outcomes rather than reporting activity. The business is currently in the process of developing a new three-year Strategic Plan which will set clear strategic objectives, outcomes and KPIs against which we can track our progress. The Strategic Plan is structured around 6 Pou (pillars) and it is proposed that future CE Reporting will be built on reporting against this plan – rather than reporting activity by operational rūpū.

This month we are taking an interim approach, providing an overview of key initiatives, a provisional view of our 2021/22 performance against our SOI KPIs plus performance against a range of more operational measures for June. This is intended to provide the Board with an indication of the proposed new reporting approach, but noting that the operational measures will change to align with the Strategic Plan KPIs as it is finalised. Board feedback on this new approach is welcomed.

2. Key Initiatives

| Project | Update | Next Steps | Status |
|---|--|--|--------|
| Screen Revenue: Generating activity to maximise studio lease revenue. | [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987 | [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] | |
| Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk. | The Supreme Court heard the APTR appeal on 20 and 21 July 2022. A decision is expected in 3 to 6 months. Government has ruled out a “bed tax” S7(2)(f)(i),(h),(i) LGOIMA 1987 | [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] | |
| Single Stadium Operator: Responding to CCO Review recommendation. | [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i),(g) LGOIMA 1987 | [REDACTED] [REDACTED] [REDACTED] [REDACTED] | |
| Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning. | [REDACTED] [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(i) LGOIMA 1987 | [REDACTED] [REDACTED] [REDACTED] | |
| Cultural Sector Framework: Framework for funding, governance and development of Auckland’s cultural institutions and infrastructure. | Regular programme of engagement across the cultural sector agencies now established. | Propose to treat this as “business as usual” from now on. | |

3. Performance against SOI KPIs (provisional)

| KPI | Target | Provisional Result | Status | Comment |
|--|---------------------------------------|--------------------|--------|---------|
| The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events. (LTP measure) | 1.44m | | | |
| Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibition enrich their lives. | 70% | | | |
| The net promoter score for Tātaki Auckland Unlimited's audiences and participants. (LTP measure) | 20 | | | |
| Number of businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention. (LTP measure) | 3,000 | | | |
| Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefitted from a Tātaki Auckland Unlimited intervention. (LTP measure) | 150 | | | |
| The percentage of operating expenses funded through non-rates revenues. (LTP measure) | 44% | | | |
| Attributable value of private sector investment secured during the year. | \$200m | | | |
| The contribution to regional GDP from major events and business events attracted or supported. (LTP measure) | \$34m | | | |
| Carbon emission reductions. (year-on-year % change) | 0% | | | |
| The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure) | 20 | | | |
| Percentage of customer complaints resolved within 10 working days. | Develop policy, process and benchmark | | | |

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

Financial information withheld pursuant to NZX listing rules

4. Operational performance for June

| Cultural Organisations | | | | | |
|------------------------|----------------|----------------|----------|--|--------|
| Total Visitation | Actual June 22 | Budget June 22 | Variance | Comment | Status |
| Art Gallery | 24,234 | 20,000 | 4,234 | Slightly exceeded the amended target, which was lowered to better reflect realistic levels of visitation post-Covid. | |
| NZMM | 7,982 | 7,276 | 706 | | |
| Stadiums | 32,933 | 24,864 | 8,069 | | |
| Zoo | 54,356 | 52,979 | 1,377 | | |
| Total | 119,505 | 105,119 | 14,386 | | |

| Arts, Entertainment and Events | | | | | |
|--------------------------------|------------|------------|----------|-------------------------|--------|
| KPIs | Actual YTD | Budget YTD | Variance | Comment | Status |
| | | | | S7(2)(f)(i) LGOIMA 1987 | |
| Number of Events | 511 | 925 | -414 | | |
| | | | | S7(2)(f)(i) LGOIMA 1987 | |
| Total ALAC Attendance | 260,156 | 738,167 | -478,011 | | |

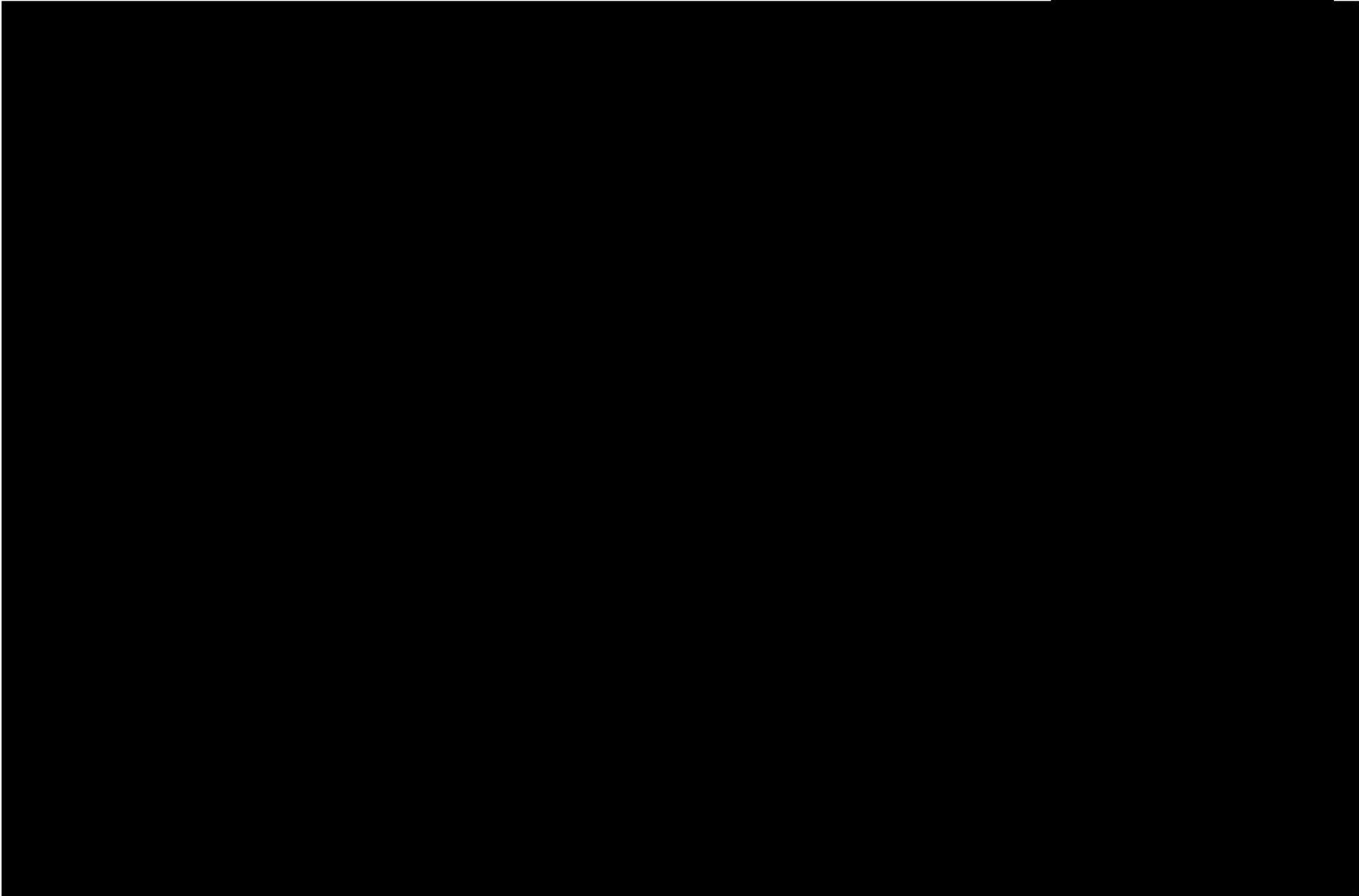
Financial information withheld pursuant to NZX listing rules

| Investment and Industry | | | | |
|--|----------------------------|---|--|--------|
| KPIs | Last month | This month | Comment | Status |
| Screen Attraction Enquiries | | | TAU board met with Mana Whenua Kaitiaki Forum (MW Forum) leaders regarding the Sites and Places of Significance to Mana Whenua implications and a technical document was provided. TAU provided the IMSB a detailed issues memo. | |
| RBP R&D Grants | May 3 grants \$125,120 | Awaiting data from Callaghan Innovation | R&D Approvals YTD 30 May 2022 74 @ \$3.3M | |
| RBP Business Capability/Tourism Transition Funding | 101 Assessments \$ 183,104 | 57 assessments \$134,229 | Total Voucher Allocation YTD \$3126710.1 RBP/CRM Assessments YTD 1325 RBP Registrations YTD 2710, June 102, May 99. Māori Business YTD 142, Jun 9, May 14 | |
| ACTIVATE Tāmaki Makaurau approvals | Approvals complete | Approvals Complete | YTD 6197 Business Advice \$17.72M YTD 6514 Implementation Grant \$25.51M 12,735 approvals \$43.30M committed 1289 Māori Businesses funded \$4.44M Approx 9300 businesses supported in total | |

| Brand and Marketing | | | | |
|---|------------|------------|--|--------|
| KPIs | Last month | This month | Comment | Status |
| Page views of brand home | 877 | 825 | Increase in new assets uploaded (Hood n Co). | |
| Download of brand assets | 1247 | 1651 | Increase in downloads from TAU tourism and events staff may be due to total lifting of covid restrictions to Australia. Levelling out of traffic to brand page after three months of increased views. Also increase in activity of STUDY AUCKLAND downloads. | |
| Pieces of media coverage mentioning AUL | 162 | 221 | This coverage reached a cumulative potential reach of 4,122,500 and an ASR of NZD \$2,307,453. | |

| Organisation | | | | |
|---------------------------------|--------|---------|--|--------|
| Metrics | June | July | Comment | Status |
| Engagement (Officevibe) | 7.2 | 7.3 | Engagement has increased by one percentage point this month - not statistically relevant. Concerningly, participation has dropped by four percentage points to 63%. Senior Leader role modelling of responding to feedback and sharing results with teams is critical to demonstrate that the feedback is being used. | |
| Participation in Officevibe | 67% | 63% | | |
| | Actual | Target | Comment | Status |
| Cybersecurity posture | | | | |
| Cybersecurity breaches | 0 | 0 | S7(2)(f)(i) LGOIMA 1987 | |
| 'Lights on' system availability | 99.47% | 99.9% | Of particular note is the outage for the AKLC network impacting Vend at the Zone. Overall outage time of the network was 8 hrs and 50 mins but was kept to a minimum due to the team being able to utilise the mobile network to run this SAAS platform. Retro is being planned with the Head of Platform and Ops and impacted stakeholders. | |
| Customer services | 4 days | 10 days | | |
| Project delivery | 72% | 85% | Improved project management and clarity of MVP has improved delivery of projects in progress. | |

| | |
|-------------------------|--|
| Resource Centre Reports | <ul style="list-style-type: none"> Financial Performance Report Current Operational Risks Report Capital Programme Report |
|-------------------------|--|



BOARD MEETING (open)

HELD ON: Wednesday 29 June 2022 at 9.00 a.m.

AT: East Lounge, Mt Smart Stadium, Auckland

PRESENT:

| | |
|---------------------|--------------|
| Mark Franklin | Chair |
| Jennah Wootten | Deputy Chair |
| Fabian Partigiani | |
| Carol Cheng | |
| Dan Walker | |
| Hinurewa te Hau | |
| Alastair Carruthers | |

APOLOGIES:

| | |
|-------------------|------------------|
| Jen Rolfe | |
| Cr. Richard Hills | Auckland Council |
| Cr. John Watson | Auckland Council |

ATTENDED:

| | |
|--------------------|--|
| Jenny Solomon | Board Intern |
| Executive Team | Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira director Māori Outcomes, Vincent Lipanovich Acting Director Cultural Organisations, Mandy Kennedy Chief Digital Officer, Lynn Johnson Chief People Officer, Justine White Chief Financial & Corporate Services Officer, Shelley Watson Director Marketing & Communication, Mark Shepherd Director Change & Transformation, |
| Tim Kingsley-Smith | Company Secretary & Legal Counsel |
| James Robinson | Acting Company Secretary |

1. AGENDA AND APOLOGIES

The Chair opened the Board meeting and noted Jen Rolfe's apology.

2. REGISTER OF DIRECTORS' INTERESTS AND ROLLING 12-MONTH BOARD WORK PROGRAMME

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

3. CONFIDENTIAL AND PUBLIC MINUTES 25 MAY 2022 AND ACTION TRACKER

The Board **approved** the 25 May 2022 Confidential Minutes as an accurate record of the meeting and **noted** the Action Tracker.

4. CE REPORT

Nick Hill briefed the Board on three issues currently being dealt with by the management team:

- [REDACTED]

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

- A security incident occurred at the recent Kiwis vs Tonga game at Mt Smart Stadium. The incident is being investigated by the police and Management are putting in place a number of mitigations to avoid a repeat at future games. The Board noted its support for Management's approach and asked that staff be congratulated on the success of the event outside of this one issue.

-

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

The Board **noted** the CE Report.

5. THREE YEAR FINANCIAL PLAN

Nick Hill and Justine White spoke to the paper.

- Management noted that the FY23 budget is adequate, but that potentially significant cost savings are likely to be required in FY24 and FY25 based on the financial challenges being faced by the Auckland Council Group.
- The Board and Management discussed the potential savings that will arise from Project Synergy. Management noted that no Project savings have been incorporated into the Three Year Financial Plan at this stage. The Board will be briefed on Project Synergy after Management has further workshoped and developed the Project.

The Board:

1. **Noted** the report; and
2. **Approved** the FY 23 Annual Plan.

6. FY 2023-2025 CAPITAL PROGRAMME

Justine White spoke to the paper.

- The Board noted that the 2023-25 Capital Programme had been discussed in detail at the recent Capital Projects Committee. The Committee recommended that the Board approve the Capital Programme.

The Board:

1. **Noted** the report; and
2. **Approved** the FY 2023-2025 Capital Programme.

7. FUTURE FUNDING OPPORTUNITIES

Nick Hill spoke to the paper.

- The Board noted its support for the work done to date and asked that additional time be allocated at the next board meeting to discuss further, including a firmer quantification of the opportunities presented.

The Board **noted** the report

8. TĀMAKI MAKĀURAU MANA WHENUA FORUM AND TĀTAKI AUCKLAND UNLIMITED BOARD MEETING

The Tāmaki Makaurau Mana Whenua Forum (TMMWF) joined the Board for a joint meeting.

- The Board, Management, and the TMMWF members introduced themselves.
- The Board and TMMWF members discussed building deeper relationships. The TMMWF noted that Tātaki Auckland Unlimited should hold relationships and converse with each iwi for iwi-specific issues and with the TMMWF for broader pan-iwi issues across Tāmaki Makaurau.
- The Board and TMMWF members agreed that Tātaki Auckland Unlimited and the TMMWF will work together to co-design a partnership approach on a project-by-project basis and based around Tātaki Auckland Unlimited's priorities that impact all iwi (e.g. the Tāmaki Herenga Waka Festival) (**ACTION POINT**).
- The TMMWF presented its two key economic priorities:
 - i. Infrastructure opportunities for iwi in Tāmaki Makaurau; and
 - ii. Working with Auckland Council on the collection and ownership of long-term climate data
- Management presented an overview of issues regarding Sites and Places of Significance to Mana Whenua and the impact of recent changes to the Unitary Plan on filming activity within Tāmaki Makaurau. The TMMWF members were briefed on an upcoming invitation from Tātaki Auckland Unlimited to engage with Mana Whenua on the issues raised in order to seek a mutually agreeable solution.
- The TMMWF members requested a copy of the Tātaki Auckland Unlimited technical paper relating to the Sites and Places of Significance to Mana Whenua and filming activity. (**ACTION POINT**).

• [REDACTED]

The Chair thanked the TMMWF members for attending the meeting.

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

9. SOSA NEGOTIATION

Nick Hill and Justine White spoke to the paper.

[REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

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

10. MAJOR EVENTS VISION PAPER

Richard Clarke presented to the Board

- The Board discussed non-Council options for funding major events in Auckland [REDACTED]. Major events are increasingly seen as an important and effective method of attracting visitors to a region, including by the destination sector. S7(2)(f)(i) LGOIMA 1987
- The Board noted that it was interested in the vision including the leveraging of facilities and the areas of focus across Tātaki Auckland Unlimited. However, the Board noted that in the current challenging environment for major events, it is important not to stretch TAU's resources too thin and to maintain TAU's focus on achieving high quality outcomes.
- The Board noted that it would welcome a further briefing on some of the more detailed thinking in the coming months.

The Board **noted** the paper and presentation.

11. FIFA WOMEN'S WORLD CUP 2023 PROGRAMME UPDATE

Management spoke to the paper.

- Management noted that the FIFA Women's World Cup 2023 is the third largest sporting event in the world and would bring significant international attention to Auckland and New Zealand.
- The Board discussed examples of leverage and legacy projects. Partnerships are key in the delivery of leverage and legacy outcomes [REDACTED]. S7(2)(f)(i) LGOIMA 1987
- The Board requested that the Board and the Risk Committee be regularly updated on the programme. Management noted that a cross-council FIFA 2023 Finance and Reporting group had been established to ensure coordination of reporting across the Group and clarity of expenditure/"no surprises" when reporting to Council.

The Board:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

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

12. BOARD AND CE ONLY TIME

The meeting ended at 3.06 p.m.

Confirmed as a true and correct record of the meeting of 29 June 2022:

Chair

Date