

Statement of Intent

2022 – 2025

1 August 2022



He Mihi

Ka tangi te manu kōrero!
Ka rongō te tangi kōrihi!
Ka wāwā mai rā ki roto i te
Wao-nui-a-Tāne! Tūturu whiti!
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 puhiariki 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 rōpū 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 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 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 2022/23 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 reduces our operational funding from council and means that we now have no budget available to attract and bid for major events for Tāmaki Makaurau that will occur from 2024 onwards.

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 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.

Amid the return of an array of major sporting, cultural and business events to boost our region, we are incredibly excited about the opportunities that being a key venue for FIFA Women's World Cup 2023 will bring for Tāmaki Makaurau. As the host of the opening ceremony and nine games, Auckland will be on show to thousands of visitors and millions of viewers around the world. Our work over the next 12 months to prepare for this truly global event will play a vital part in Auckland's recovery.

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

Table of contents

He Mihi.....	2
Introduction.....	3
Part 1: Strategic Overview	6
Roles and responsibilities.....	7
Response to Council’s strategic objectives.....	9
Nature and scope of activities	12
Approach to governance.....	14
Part 2: Statement of Performance Expectation (2022/23)	16
Introduction.....	17
How we will deliver : one-year work programme.....	18
Performance outlook	23
Consolidated Financial Statements	25
Appendix 1: Cultural Organisations	28
Appendix 2: Key Performance Indicators	29
Appendix 3: Detailed Financial Statements	30

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 and Killarney St car park
- Mt Smart Stadium
- New Zealand Maritime Museum Hui Te Ananui a Tangaroa (including heritage vessels and collection)
- North Harbour Stadium
- The Civic
- Western Springs Stadium
- Viaduct Events Centre

Operated, but not owned (managed facilities):

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

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. • Contributing to local and international breeding, conservation and educational programmes at Auckland Zoo to build an understanding of wildlife and conservation. • Committing to preserving Auckland’s cultural and art history for future generations through the 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. • 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>.
 <p>Opportunity & prosperity</p>	<ul style="list-style-type: none"> • Building a pipeline of opportunities and attracting investment that creates higher value employment across Auckland. • Enhancing Auckland’s innovation ecosystem and delivering new responses to the 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 Whītiki Arts and Culture Strategic Action Plan

Tātaki Auckland Unlimited plays a key role in the implementation of the *Toi-Whītiki 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 • FIFA Women’s World Cup 2023 • 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 outcomes	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	45	50
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. Tātaki Auckland Unlimited continues to focus on growing existing and building new revenue streams to leverage ratepayer funding of core operations, but this is also a resource intensive activity.

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. In particular, we now have no budget available to attract and bid for major events for Tāmaki Makaurau that will occur from 2024 onwards. Other areas impacted by the loss of the APTR are:

- 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
<p>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.</p>	
<p>Breathe cultural life into Auckland through experiences we offer</p> <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. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Create a dynamic city through delivery of a unified major events programme</p> <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"> ○ ITM Auckland SuperSprint (September 2022) ○ 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, one of the largest events ever held in New Zealand – including the opening ceremony and nine matches in Auckland. • 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. 	<p>Ongoing</p> <p>2022/23</p> <p>2022/23</p> <p>2022/23</p> <p>Ongoing</p> <p>Ongoing</p>

Expand economic opportunities for all Aucklanders	Timeframe
<p>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.</p>	
<p>Support key economic sectors</p> <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. • 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. • 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. • 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. • 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. • Facilitate the development of a circular economy (with a particular focus on south Auckland) to support businesses to grow, increase investment and embrace sustainability. • Identify, develop and facilitate new tourism products and experiences across Auckland and advocate for infrastructure enhancements including Māori tourism product and cycle trail product. 	<p>Ongoing</p> <p>2022/23</p> <p>2022/23</p> <p>2022/23</p> <p>2022/23</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Attract and develop skills and talent</p> <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. • 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. • Focus on youth employment and Māori and Pacific peoples in south and west Auckland in partnership with The Southern Initiative. • 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. 	<p>2022/23</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Support economic places and precincts</p> <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. • 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. • 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. • 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. • Support key urban growth, regeneration and redevelopment programmes to inform the delivery of local economic outcomes that support the regional economy by: 	<p>2022/23</p> <p>Ongoing</p> <p>2022/23</p> <p>2022/23</p> <p>Ongoing</p>

<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. <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. <p>Support a regenerative economy and climate innovation</p> <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. ● 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. ● 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. 	<p>Ongoing</p> <p>Ongoing</p> <p>2022/23</p> <p>2022/23</p>
<p>Achieve social, economic, cultural and environmental return on Tātaki Auckland Unlimited’s investments</p>	<p>Timeframe</p>
<p>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.</p>	
<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. ● Continue to work collaboratively with the Museum of Transport and Technology (MOTAT) and Auckland Council on options to integrate MOTAT with Tātaki Auckland Unlimited. ● 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. ● 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. ● Continue delivery of the Future Zoo developments. ● Curate the visual arts offering to Aucklanders. ● Support ongoing wildlife, visual arts and heritage conservation activities at Auckland Zoo, Auckland Art Gallery, and NZ Maritime Museum. ● 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. 	<p>2022/23</p> <p>2022/23</p> <p>Ongoing</p> <p>2022/23</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2022/23</p>
<p>Enhance Auckland’s local, national and global reputation and appeal</p>	<p>Timeframe</p>
<p>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.</p>	
<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>. ● 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. ● 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. 	<p>Ongoing</p> <p>Ongoing</p> <p>2022/23</p>

<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). 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. 	2022/23
	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). Focus on key sectors that present large-scale opportunities for Auckland (e.g. technology, green economy, digital entertainment) and develop international business attraction strategies. 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. 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 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. 	Ongoing
	Ongoing
	Ongoing
	Ongoing
	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 Māori outcomes	
<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. 	Ongoing
	2022/23
	Ongoing

<ul style="list-style-type: none"> ○ 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. 	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. 	Ongoing
<ul style="list-style-type: none"> • 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. 	2022/23
<ul style="list-style-type: none"> • Establish a data lake to support decision making and commercial opportunities. 	2022/23
<ul style="list-style-type: none"> • Address technical debt and raise our digital maturity. 	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: 	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. 	2022/23
<ul style="list-style-type: none"> • Ensuring we attract and retain the right people in the right roles, doing the right things to deliver our business priorities. 	Ongoing
<ul style="list-style-type: none"> • Build the confidence and capability of our leaders at all levels to create the conditions for economic and social prosperity for Aucklanders. 	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 exhibitions 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	45	50
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

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.

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					
Percentage change in greenhouse gas emissions against 2018/19 baseline. ⁶	-10.8%	-10.8%	-5%	-17%	-20%
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.

⁶ The wording of this indicator has changed to a percentage change from the baseline year of 2018/19, rather than a year-on-year percentage change. This change has been made to clarify Tātaki Auckland Unlimited's three-year goal of achieving a 20% reduction in greenhouse gas emissions from the 2018/19 baseline, by 2024/25.

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 \$30m in permanent cost reductions across the group in 2023/24 – growing to \$80m 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 Unlimited⁷

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

⁷ 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	
Percentage change in greenhouse gas emissions against 2018/19 baseline.	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	0.0	0.0	0.0	0.0	0.0

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	0.0	0.0	0.0	0.0	0.0
To improve the level of service	0.0	0.0	0.0	0.0	0.0
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	0.0	0.0	0.0	0.0	0.0

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