

Statement of Intent

2020 – 2023

1 December 2020



He Mihi

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

Foreword

The positive impact that Regional Facilities Auckland (RFA) and Auckland Tourism Events and Economic Development (ATEED) have made to the lives of Aucklanders over the last 10 years is impressive. Individually and collectively each organisation has played a significant role in making Auckland a vibrant destination and supporting the development of Auckland's economy.

The decision to bring RFA and ATEED together and establish a single organisation – Auckland Unlimited - to deliver both cultural activities and economic development will only serve to paint a more compelling picture of Auckland in the eyes of the world, linking the cultural vibrancy of the city with our region's attractiveness as a place to live, work in and visit. The new, combined organisation has the potential to make an even greater contribution – together we will deliver more for Tāmaki Makaurau Auckland.

The main driver for the merger is to leverage the combined resources and assets of both legacy CCOs to unlock “great for Auckland” opportunities. Over the next twelve months, Auckland Unlimited will develop a co-ordinated region-wide programme of business investment, support and innovation, cultural vibrancy and Auckland story-telling initiatives with the objective of maximising cultural, social and economic benefits for all and delivering on our purpose of:

Enriching cultural and economic life in Tāmaki Makaurau by creating and sharing experiences and opportunities.

Following the shock of COVID-19, Auckland's success will turn on its ability to transition from crisis-recovery mode to making bold decisions for cultural and economic development that are relevant to the “new normal” environment. In the context of this “new normal” the breadth and depth of our new organisation will be a key catalyst for Auckland's recovery, while also reanimating our region as a world-class place to live, work and play. The time for this to happen is now.

While the full extent of COVID-19's impact on the events planned throughout 2021 and beyond is not yet known, the year still presents significant opportunities to showcase Auckland to a global audience of future visitors, investors, and businesses. Work continues to ensure the 36th America's Cup provides a worthy legacy by connecting our region as much as possible with global markets and showcasing its cultural richness, resilience and innovation. However, we are mindful of the need to adapt aspects of activity to prevailing conditions and restrictions that may remain in place in 2021 as a result of COVID-19.

Over the period of RFA's operation, it successfully added North Harbour Stadium, the Bruce Mason Centre, the New Zealand Maritime Museum, Shed 10 and the Cloud to its venues. The merger unlocks the opportunity to bring together all of Auckland's venues and institutions including plans which would allow Stardome, MOTAT, and the Auckland Museum to be brought into Auckland Unlimited in a way that would ensure each institution continues to provide great outcomes for Auckland. The merger also provides an opportunity to look at joint operation of all of Auckland's stadiums, including non-Council venues such as Eden Park.

By bringing together the full range of cultural, heritage, entertainment and sports venues and institutions, Auckland has the opportunity to embrace a modern and inclusive approach to culture. Consolidated management of diverse regional assets is the approach that has now been adopted by many other cities such as Melbourne, Brisbane and London. We currently have a 30-year vision to ensure that Auckland develops world-class, fit for future facilities, which might include new theatres, museums and science centres. With access to new funding sources Auckland Unlimited has a unique opportunity to holistically drive demand and accelerate this 30-year vision so that Auckland is seen as an even more attractive place to live, and to visit.

I would like to acknowledge the work and service of the retiring board members of ATEED, Ziena Jalil, Professor Stuart McCutcheon and Mike Taitoko and of RFA, Andrew Collow, Candace Kinser and Joanna Perry. In particular, I would like to acknowledge Andrew Barnes for his chairmanship and leadership of the RFA Board over the past two years.

This Statement of Intent serves as a 7-month document that allows us to practically amalgamate the activities of ATEED and RFA such that we can stand Auckland Unlimited up and be ready to go on 1 December 2020. Beyond this, we are steadfast in our commitment to working with the Auckland Council family and our other key partners and stakeholders to build towards the long-term future of Auckland. The work we undertake over the next 12 months with a focus on a vibrant 2021 and planning for the future will have long-term impacts on Auckland and the future course of Aucklanders' enrichment and prosperity. Auckland Unlimited is well prepared and ready for the challenge of enabling transformational change for Auckland.



Mark Franklin
Chair



Nick Hill
Chief Executive

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Purpose of Statement of Intent

This Statement of Intent (SOI) covers the period from 1 December 2020 to 30 June 2021 and publicly states the activities and intentions of Auckland Unlimited – including Auckland Unlimited Limited and Auckland Unlimited Trust (of which Auckland Unlimited Limited is the corporate trustee) – and the Auckland Council objectives to which those activities will contribute. This SOI has been developed as a functional amalgamation of the 2020-2023 SOIs of ATEED and RFA, submitted to Auckland Council on 31 July 2020. Shareholder feedback has been taken into consideration and this SOI includes the respective performance measures and targets of ATEED and RFA from their 2020-2023 SOIs as the basis of organisational accountability.

In alignment with the Long Term Plan 2021-2031 process, Auckland Unlimited will work with Auckland Council on a refreshed SOI for the period 2021-2024 that will incorporate the longer term strategic vision of Auckland Unlimited and the measures by which we will be held to account over the medium term.

About Auckland Unlimited

Auckland Unlimited Limited has been established by amalgamating Regional Facilities Auckland Limited (RFAL) and Auckland Tourism Events and Economic Development Limited (ATEED).¹

The amalgamated company has an expanded scope of activities which includes those of ATEED, which was to deliver programmes and activities aimed at helping make Auckland a desirable place to live, work, visit, invest and do business. It also continues to act as the corporate trustee for the charitable trust, Auckland Unlimited Trust (formerly RFA), which operates programmes and venues aimed at enriching life in Auckland through engaging people with the arts, environment, sports and events.

The new organisation, Auckland Unlimited, includes the amalgamated company and the trust, both of which are substantive Council Controlled Organisations (CCOs) of Auckland Council.

Auckland Unlimited's purpose is *Enriching cultural and economic life in Tāmaki Makaurau by creating and sharing experiences and opportunities*. We do this through:

- Driving investment and supporting Auckland businesses to innovate and thrive
- Enhancing Auckland as a culturally vibrant city
- Telling the Auckland story
- Providing experiences and opportunities for all

The specific charitable purposes for which the regional facilities and other assets and funds of 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 new organisation will enable the above purposes and outcomes by building a sustainable, future focussed organisation.

Over the seven month period of this SOI through to 30 June 2021, Auckland Unlimited will ensure the levels of service previously provided by ATEED and RFAL and RFA are maintained.

Over the next seven months and working through the Council Long Term Plan process, Auckland Unlimited will review and refine the above drivers to ensure we are focussing on the right things and are fully realising the opportunities envisaged through the merger. At the same time, we will refine our work programmes and ways of working to pursue more scalable programmes and interventions and ensure we remain aligned to our stakeholders and provide clear value for money.

The regional facilities and related matters owned and/or managed by Auckland Unlimited (principally as part of Auckland Unlimited Trust) are:

Owned and operated:

- Aotea Centre
- Auckland Art Gallery
- Auckland Zoo
- Bruce Mason Centre (unit titles) and Killarney St car park
- Mt Smart Stadium
- North Harbour Stadium
- The Civic Theatre
- Western Springs Stadium
- New Zealand Maritime Museum

¹ The amalgamation of ATEED and RFAL was a key recommendation of the independent Review of Auckland Council's council controlled organisations published in July 2020.

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, but not currently operated

- Viaduct Events Centre (currently leased to Emirates Team New Zealand)
- Spark Arena (long-term lease to QPAM).

Auckland Unlimited is the landowner for:

- MOTAT
- The Trusts Arena

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

- MOTAT
- Auckland War Memorial Museum.

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 Auckland Unlimited, they collaborate with Auckland Unlimited for mutual benefit.

Working with the Council Family

While Auckland Unlimited is the regional economic and cultural agency, other entities across the Council family (including Auckland Transport and Panuku Development Auckland) all play important roles in achieving regional economic and cultural outcomes for Auckland. In addition, as we enter a period of post-COVID recovery, Local Boards, Business Improvement Districts and other local entities also play an increasingly vital role in recovery and development at the local level. Auckland Unlimited is committed to working proactively across the Council family at both the regional and local level to ensure enriched lives for all Aucklanders.

Providing for the Community

The core focus of 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, and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible.

Accordingly, free and subsidised entry is provided by Auckland Art Gallery, Auckland Zoo and New Zealand Maritime Museum, and free and subsidised community events are provided by Auckland Live, Auckland Art Gallery and Auckland Stadiums. Community and schools access to sporting facilities is provided by Auckland Stadiums. Subsidised education and school programmes are offered by Auckland Art Gallery, Auckland Live, Auckland Zoo and New Zealand Maritime Museum. These free and subsidised programmes will continue in 2020-2021, with some reductions due to funding constraints.

Auckland Unlimited offers a wide and unique range of services including art and maritime exhibitions, care of wildlife species, event programming and delivery across the city including at our venues. These core services are further supported by conservation, research, industry and talent development, community outreach, public engagement and educational activities across our organisation.

Business Brands

Auckland Unlimited has six business brands to which Auckland Unlimited corporate provides shared services in finance, facilities management, people and culture, risk and assurance, information and communications technology, visitor security and project delivery. The six business brands are:

- Auckland Art Gallery Toi O Tāmaki
- Auckland Live
- Auckland Conventions
- Auckland Stadiums
- Auckland Zoo
- New Zealand Maritime Museum

Further detail related to each of these brands is in Appendix 1

Impact of Covid-19

This Statement of Intent has been developed against the backdrop of the global pandemic, one of the most disruptive events Auckland – and the world – has ever faced. We acknowledge the impact this has had, and will continue to have, on our community, the sectors we partner with, our people, and Auckland Council. It is a time to work even more closely together to return Auckland to prosperity, to reanimate our city and communities, and to deliver a level of service which underpins economic and social health.

During this time Auckland Unlimited is committed to working with the Council family to deliver the best results for the ratepayer – a shared purpose and a shared financial challenge is faced by us all. By working closely together and aligning our strategy with Council’s key priorities and business realities, we can provide maximum value to Council’s efforts and deliver the best possible outcomes in terms of value for ratepayers.

We recognise the vital role that culture, entertainment, the environment and sport play in uniting communities, rebuilding confidence, and stimulating economic activity. More than ever, Auckland Unlimited’s role on behalf of Council to enrich life in Auckland is a critical one for the city and its people.

We also recognise that our sectors are amongst the hardest hit – our arts sector, sports sector, screen sector, tourism sector and business and major events sectors – and with international borders indefinitely closed, we are in a time of significant change. This is an opportunity for Auckland Unlimited and our partners to be even more resourceful, creative, efficient and effective in developing and delivering programmes which serve our community, and we are energised by the task ahead.

At a high level, FY21 will be a year of rebuilding as we gradually reopen venues and reintroduce programmes. Financial realities may mean reducing programming, opening hours, staffing and other budget elements in order to ensure sustainability within the available funding envelope. Auckland Unlimited will continue to consult with Council as we gain clarity around our operating environment and refine our strategy to address the challenges and opportunities.

Anticipating that international border restrictions will reduce in 2021, international entertainment and sports programming will return and the constrained economic climate of FY21 is expected to ease. For these reasons, Auckland Unlimited is approaching 2020/21 in a more conservative way and modelling expanded service delivery to return by 2022 and 2023.

Auckland Unlimited Strategic Framework

The framework below has been developed as a practical amalgamation of ATEED’s and RFAL and RFA’s strategic frameworks as presented in their respective 2020-2023 SOIs. Over the seven month period of this SOI, further work will be undertaken in close consultation with Council, to refine the framework below to ensure it fully captures the full range of opportunities that the merger presents.

Figure 1: Auckland Unlimited Strategic Framework

Our purpose

Enriching cultural and economic life in Tāmaki Makaurau by creating and sharing experiences and opportunities

Our strategic objectives

Drive investment and support Auckland businesses to innovate and thrive	Enhance Auckland as a culturally vibrant city	Tell the Auckland story	Provide experiences and opportunities for all
<ul style="list-style-type: none"> • Business and investment attraction • Business innovation and support • Skills and workforce • Local economic development • Low carbon, resilient economy • Māori economy 	<ul style="list-style-type: none"> • Breathe life into Auckland through experiences we offer • Plan and curate venues of the future • Deliver a major events programme • Develop our partnerships 	<ul style="list-style-type: none"> • Auckland Playbook He Aratohu • Destination marketing • Auckland 2021 • Auckland business marketing 	<ul style="list-style-type: none"> • Support arts, culture, environmental and sport sectors • Reach every school child in Auckland • Reach every sector of the community • Support economic opportunities in the south and west

Our enabling objective

Build a sustainable future-focussed organisation			
Enhance our brand and story-telling	Align and integrate our values	Reduce our environmental footprint	Enhance our Māori responsiveness

Māori Outcomes

Auckland Unlimited supports the economic and cultural aspirations of Mana Whenua and Mataawaka, individually and collectively, on areas of shared interest; to showcase Tāmaki Makaurau, help transform our region, improve economic prosperity and to bring enduring benefits for Mana Whenua and Māori.

A key priority for Auckland Unlimited will be the development of a new Māori Outcomes Plan that draws together the RFA Mahere Aronga Māori – Māori Responsiveness Plan 2018-2021 and ATEED’s Māori Responsiveness Plan 2019.

It will also be a plan that responds to the current and looks to future economic and cultural challenges and aspirations for Māori in Tāmaki Makaurau. There will be two focus areas:

- 1) Transformational opportunities within the Māori Economy across Tāmaki Makaurau; and
- 2) Targeted activities and programmes across the portfolio that give full expression to the unique, contemporary Māori identity and footprint across Tāmaki Makaurau.

The Māori outcomes plan will set out some key priorities:

- A research report on the Māori Economy in Tāmaki Makaurau
- A Māori Economic Futures Summit
- The establishment of a Māori Economic Advisory Group for Tāmaki Makaurau
- Leading the development of a regional Māori Economic Action Plan

We will work closely with Mana Whenua and stakeholders to identify transformational opportunities, such as a waterfront cultural centre. As Auckland Council lead for Māori Business, Tourism and Employment within the Māori Outcomes portfolio, we will build the portfolio through collaboration and coordination across the Council whānau and through alignment with Auckland Unlimited's strategic framework.

Auckland Unlimited will continue to build on targeted activities and programmes such as:

- A unique, dedicated Māori science programme at Auckland Zoo
- Auckland Live collaborations and co-presenting with Māori writers, producers and performers
- Integration of mana whenua design principles in major developments and building upgrades
- Incorporating Māori perspectives and stories within programmes and exhibitions at Hui Te Ananui A Tangaroa New Zealand Maritime Museum and Auckland Art Gallery
- Support for Whāriki, the Māori Business Network for Tāmaki Makaurau.

Auckland Unlimited is committed to playing our role in the council group Te Tiriti o Waitangi Audit programmes.

Organisational and Environmental Sustainability and Climate Change

Auckland Unlimited is uniquely positioned to showcase sustainability and climate action leadership to a large and diverse group of Aucklanders. Across the business units, climate change and sustainability considerations inform decision-making and initiatives implemented. There is a strong commitment to protect natural resources and wildlife, and to play our part in supporting the city's move to a more sustainable, climate proof future.

Auckland Unlimited plays a key role in the implementation of the economy section of Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan. This plan was unanimously adopted by Auckland Council in July 2020, setting out the dual goals of reducing Auckland's emissions by 50% by 2030, and taking a precautionary approach to climate adaptation and resilience building. Importantly, many of the objectives of the plan around resilience and economic sustainability are made even more urgent as COVID-19 has exposed some of the same vulnerabilities and the fragility of our economy. As one of the first steps to economic recovery, Auckland Unlimited has produced a preliminary Climate Change Risk Assessment (CCRA) on Auckland's economy. This work considers the implications of climate change related risks and opportunities for economic recovery from COVID-19.

To align with Te Tāruke-ā-Tāwhiri, Auckland Unlimited will contribute to Auckland Council Group's emissions reduction target of 50% by 2030, and ensure it is prepared for the physical impacts of climate change. The emissions measurement, reduction and offsetting are not new to Auckland Unlimited. For example, Auckland Zoo achieved Toitū carbonzero certification for the fourth consecutive year in 2019/20 and it is committed to maintaining this certification.

One of the environmental impacts of Auckland Unlimited is waste to landfill. This has been recognized, and with considerable planning and management the waste to landfill has been reduced significantly. For example, Auckland Zoo has reduced its waste to landfill volume by 44% since the 2015/16 financial year, and with recent implementation of hand sorting of all waste streams on site, the zoo anticipates a 75% absolute reduction

within the next 1-2 years. Another example is the delivered cultural events such as Lantern Festival, where the events production team collaborates closely with stallholders pre-event to reduce waste on site and use waste educators during the event to ensure correct waste sorting, resulting in a 70% reduction of waste to landfill at all delivered cultural events.

In addition to following the Sustainable Procurement Practices (Auckland Council Group Policy), the selection of food and beverage packaging across Auckland Unlimited sites over the last 12 months has had a focus on waste reduction, resulting in the use of Globelets at Auckland Stadiums, Auckland Live and Auckland Conventions, Venues and Events.

Climate change and sustainability at Auckland Unlimited means everybody has a role in supporting Auckland to be a climate proof and sustainable city. The organisation’s framework has two main pillars:

- Internal work on climate change, and organisational and environmental sustainability
- External work on climate change and sustainability - contribution to a sustainable climate proof Auckland

Internal focus: Organisational & environmental sustainability	External focus: Contribution to a sustainable climate proof future
<ul style="list-style-type: none"> • Align the organisational internal climate change and sustainability strategy to Tāruke-ā-Tāwhiri and Environmental Sustainability Policy (2019). • Annual measurement and verification of operational carbon emissions in accordance with ISO 14064-1:2006. • Develop and implement an overarching emissions’ reductions plan (aligning with council group’s emissions reduction target of 50% by 2030). This is to be done through a Toitū Carbonreduce certification. • Develop adaption plan for the organisation (e.g. installation of water tanks for the Zoo). • Develop an overarching environmental management system for the organisation (review the need for an external certification). • Deliver on ambitious waste diversion from landfill targets (70 to 80% target depending on site or event – to be included in the environmental management system). • Follow sustainable procurement practises. • Develop water and energy efficiency management plans for existing sites (pending LTP). 	<ul style="list-style-type: none"> • Align Auckland Unlimited’s external climate change strategy to Tāruke-ā-Tāwhiri and the Auckland Plan 2050. • Support Auckland’s transition to a more resilient and regenerative economy. • Support development and establishment of a climate innovation hub to address climate challenges specifically for council group. • Share thought leadership on climate change and sustainability. • Continue and develop environmental education programmes. • The Zoo and its partners continue to build a brighter future for wildlife and wild places with conservation at its core. • Develop climate change & sustainability actions for Destination ALK 2025 strategy that support the alignment of the strategy to Te Tāruke-ā-Tāwhiri and other commitments such as NZ Tourism Sustainability Commitments. • Develop tools & resources to support event organisers in selecting sustainable, low carbon options for event delivery.

Auckland Unlimited Three-year Work Programme

Auckland Unlimited has four strategic drivers aimed at ensuring Auckland Unlimited meets its objectives and delivers public good outcomes and one enabling driver focused on organisational efficiency and delivering value for money for the Auckland community.

Auckland Unlimited and Auckland Council intend to conduct a joint strategy workshop during the upcoming year which will include discussion of the long-term strategic approach to Auckland's economic and cultural development including Auckland's stadiums.

Also where there is a strong community or specific group interest in a project or programme, Auckland Unlimited commits to discussing or working with Auckland Council on that project or programme.

The following outlines Auckland Unlimited's strategic drivers and planned activities under each.

Strategic Drivers

Drive investment and support Auckland businesses to innovate and thrive

Business and investment attraction

- Attract business and investment (FDI) into key Auckland sectors (infrastructure and construction, screen/technology/digital, green economy and tourism) using the Invest Auckland platform to promote Auckland and opportunities in collaboration with the broader council family and NZ Inc. (CC)
- Work with central government to attract investment into Auckland Unlimited led and facilitated programmes.
- Manage Auckland Film Studios and Kumeu Film Studios to attract opportunities and investment into Auckland's screen and creative tech sectors and support the industry to attract further infrastructure development. Deliver film permitting operations, as Auckland's regional film office, and foster Auckland's reputation as a film friendly region².
- Leverage the 2021 programme of events to attract investment into Auckland.
- Investigate COVID-19 investment opportunities such as Auckland as a safe haven for international businesses, screen production and secretariats.

Business innovation and support

- Support local business capability development, innovation and research and development including through delivery of the government's Regional Business Partner Network programme.
- Foster Auckland's innovation ecosystem and deliver new responses to the city's urban and economic challenges through the GridAKL strategy and physical locations in Wynyard Quarter and Manukau.
- Drive the *Creative Industries Auckland* plan which supports the growth of creative industries and Auckland's position as a creative hub, with a focus on screen and creative tech sectors.
- Connect Māori businesses and tourism operators to resources and opportunities to assist them to grow and innovate in their businesses such as through GridMKN (Te Haa o Manukau), Amotai, Regional Business Partners, a strategic partnership with the Whaariki network and Māori Business Advisor resource.
- Work with the Auckland visitor sector to lead the delivery of the *Destination AKL Recovery Plan* to support Auckland's re-emergence as a more resilient and sustainable domestic and international destination.
- Foster and promote greater innovation within Auckland's future visitor economy, aligning with the 're-imagining' *National Tourism Recovery Strategy*, where practicable.

² Screen Auckland issues permits to film on public open spaces throughout the Auckland region once necessary approvals have been gained from relevant owners, managers and/or leaseholders of the proposed location.

Skills and workforce

- Support the Māori and Pacific and youth workforce including through the Pacific Skills Shift Initiative aimed at delivering micro-credential training for Pacific people in employment.
- Work with businesses to support skills development and training of youth through *Youth Employer Pledge*, *BuildAKL*, the government's *Regional Skills Leadership Group* and other initiatives that will emerge as a result of COVID-19.
- Working with government and businesses to help the redeployment of displaced workers through initiatives such as *Go With Tourism*.

Local economic development

- Work with local boards (through 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.
- Manage the Locally Driven Initiative work programme for economic development on behalf of the relevant local boards.
- Work with agencies and sub-regional tourism cluster groups to support regional dispersal of locals and visitors and spread economic and social benefits throughout the Auckland region, including facilitating development of new local visitor product and experiences.
- Develop a local strategy that establishes a framework for Auckland Unlimited to work across the council family, with multiple stakeholders and partners at the local level to enable an evidenced based, hyper local, approach to support the regional economic objectives.
- Support key urban growth, regeneration and redevelopment programmes to inform the delivery of local economic outcomes that support the regional economy in collaboration with Pānuku Development Auckland (Henderson, Manukau) and government (Tāmaki, Drury).
- Provide enhanced local economic data and insights such as the *Auckland Prosperity Index*, and local board economic overviews, to communicate the economic narrative of a local area to decision makers.

Low carbon, resilient economy

- Foster innovation to adapt existing and develop new commissionable products, experiences to drive local and domestic visitation. Products must be authentic and leverage Auckland's unique offerings (Māori and Pacific cultural/arts, vibrancy) and support our sustainability goals (CC).
- 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 (CC).
- Develop programmes, such as *XLabs* to support businesses to transition to a low carbon, resilient future including through circular economy practices and opportunities, and supporting investment in green technology and innovation (CC).

Maori economy

- Deliver a programme of work that generates opportunities for Mana Whenua and Māori businesses in Tāmaki Makaurau by leveraging events being held in Auckland during 2021 and work with partners to ensure a stronger Māori cultural and commercial footprint across Tāmaki Makaurau is a legacy outcome of 2021³.
- Complete a research report on the Māori Economy in Tāmaki Makaurau
- Hold a Māori Economic Futures Summit

³ Funded through the Auckland Council Maori Outcomes Steering Group

- Establishment of a Māori Economic Advisory Group for Tāmaki Makaurau
- Lead the development of a regional Māori Economic Action Plan
- Support for Whāriki Māori Business Network

Enhance Auckland as a culturally vibrant city

Breathe life into Auckland through experiences we offer

- Through Auckland Unlimited venues, deliver engaging, innovative and relevant exhibitions and events for Auckland. During 2020/21, Auckland Unlimited will deliver a programme of exhibitions and events for Auckland, sized according to COVID-19 impacts and funding constraints including:
 - Over 2,500 event days across Auckland Unlimited venues
 - Over 1,000 performing arts event days in Auckland Live venues
 - Two new exhibitions at the Auckland Art Gallery including the Toi Tu Toi Ora exhibition, an exhibition of substantial cultural significance for New Zealanders
- Provide natural and cultural heritage experiences for over 1,000,000 visitors to the Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum.
- 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.
- Develop a single customer view of our Auckland Unlimited venue visitors, patrons and fans by establishing integrated ticketing, bookings & WiFi customer data capture services across all our venues.

Plan and curate the venues of the future

- Enhance the Aotea precinct as the cultural centre of Auckland.
- Renew Auckland Zoo through continued delivery of the Future Zoo developments.
- Establish a modern stadiums network.
- Expand 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.
 - Through Auckland Zoo providing wildlife management expertise, Auckland Unlimited will continue to contribute to ensuring our natural heritage is preserved for the future.
 - Through the work of the New Zealand Maritime Museum, Auckland Unlimited will help promote awareness and care for Auckland's unique maritime environment.
 - Auckland Unlimited will continue to work with Council to ensure appropriate facilities for the long-term storage of the nationally significant collection of artworks that Auckland Unlimited has responsibility for.
- Support Mana Whenua to develop a Business Case for a Waterfront Cultural Centre.

Deliver a major events programme

- Partner to attract major and business events to Auckland over the short, medium and long term focused initially on the domestic market and expanding as border restrictions allow.
- Deliver Lantern, Pasifika, Diwali and Tāmaki Herenga Waka Festivals under a consolidated cultural festivals strategy including a consolidated approach to landfill waste diversion and carbon footprint monitoring (CC). Auckland Unlimited is in working partnership with the Mana Whenua Kaitiaki Forum to build on the Tāmaki Herenga Waka Festival event concept delivered in January 2020⁴.

⁴ Funded through the Auckland Council Maori Outcomes Steering Group

- Act as lead agency for AC36 on behalf of Auckland Council and The Crown

Develop our partnerships

- Develop an organisation-wide approach to identifying and securing sponsorship and philanthropic partnerships for our cultural and sporting venues, enabling us to grow and develop our partnership base.

Tell the Auckland Story

- Lead the development of Auckland stories in alignment with *He Aratohu - the Auckland Playbook* and provide open source Auckland brand assets (photography, videography) via aucklandnz.com allowing partners to tell a compelling and aligned Auckland story.
- Develop a domestic tourism campaign in partnership with Tourism New Zealand and leverage Tourism New Zealand's domestic campaign to drive immediate travel to Auckland.
- Provide opportunities for industry to participate in marketing campaigns across all visitor segments and assist in marketing Auckland to a domestic audience.
- Deliver an integrated marketing campaign to promote Auckland and the compelling line-up of events and opportunities in 2021 to businesses and consumers.
- Work with Auckland Council to activate an Auckland business campaign to support Auckland businesses and provide a platform for areas within Auckland to support the same messaging.

Provide experiences and opportunities for all

Reach every sector of our community

- Ensure that the venues, programmes and events of Auckland Unlimited are relevant to, and reach, all sectors of the Auckland community by:
 - identifying and tailoring content for under-represented sectors.
 - growing our outreach programmes.
 - growing our digital content.

Reach every school child in Auckland

- Provide curriculum-based learning opportunities for school students in Auckland through:
 - delivering subsidised schools programmes to over 75,000 school students focussing on wildlife conservation, New Zealand's maritime heritage, visual arts and the performing arts.
 - providing venues for over 25,000 school students involved in sports training and performance.

Support the arts, culture, environmental and sports sectors

- Provide venues to support high performance development in the performing arts and sports.
- Provide training opportunities in specialist skills of relevance to wildlife management, the performing and visual arts, heritage preservation and high-performance sports events.
- Work with Council in developing an infrastructure investment framework focused on the arts, sporting, and natural and cultural heritage venues of the future. This work is aimed at framing the cultural and sporting infrastructure needs of Auckland as part of Council's Auckland Plan 2050 and City Centre Master Plan, and will need to be modified or deferred according to the available budget (noting that current proposed investment for FY20/21 may require further modification due to ongoing reviews of Auckland Unlimited's funding and capital budget). Key initiatives currently planned include:
 - Auckland Stadiums: the LTP 2018-28 includes investment into essential renewals at Western Springs, North Harbour and Mt Smart stadiums to ensure and improve the continued usability of these facilities.

- Auckland Live: The programme to re-clad the Aotea Centre is due to be completed in the upcoming year, resolving the Centre's weathertightness issues.
 - The LTP 2018-28 also includes preliminary funding for the proposed expansion of the Centre, with the addition of new studio and administrative spaces to address the requirement for high-quality, centrally located, flexible and multi-purpose spaces designed to meet the needs of top professionals and emerging artists.
 - Auckland Zoo: The Zoo's infrastructure is aging and, in a number of areas, falls short of community and international standards. A significant renewals programme spanning over 10 years is currently underway to address these issues across the site in response to increasing international standards of animal care, health and safety and improved visitor experiences.
 - The current capital programme at the Zoo, the largest in its history, involves a significant upgrade of the South East Asia precinct and restaurant area. Construction for this project commenced in February 2018 and is due for completion in 2021.
- Further, longer term planning will include framing proposals for investment in the cultural infrastructure of the future, in support of Council's Auckland Plan 2050 aspirations.

Support economic opportunities in Auckland's south and west

- Support communities in the south and west, alongside other areas significantly affected by COVID-19 (e.g. the city centre) and continue to work with The Southern Initiative, central government, Pānuku Development Auckland, local boards and other area-based initiatives to ensure a stronger spatial focus for economic development activities.
- Through our skills and workforce programmes and services, Auckland Unlimited is focussing on youth and Māori employment in South and West Auckland, in partnership with The Southern Initiative and The Western Initiative.

(CC) – indicates activities that address climate change and other environmental outcomes

Enabling Strategy

Build a sustainable, future-focussed organisation

Establish a new brand and enhance our story telling

- Establish and promote a strong brand identity that reflects the work of Auckland Unlimited.
- Develop new metrics to measure what we do and the impact we have.
- Develop more effective ways to communicate within council family, and with our partners and the wider community.

Align and integrate our venue operations

- Further strengthen the shared staff model currently operating across the Auckland Unlimited cultural and sporting venues through further consolidation and expand and improve specialised central services.

Reduce our environmental footprint

- Achieve carbon zero certification.
- Adopt green building standards.
- Enable, support and deliver low carbon events.

Enhance our Maori Responsiveness

- Ensure Auckland Unlimited operations reflect and support the aspirations of Maori, and that effective relationships with iwi are maintained and enhanced.
- Continue to build a strategic partnership with the Mana Whenua Kaitiaki Forum, formalise a strategic partnership with the Whāriki Business Network and continue to focus on collaborations with key delivery partners; Callaghan Innovation, New Zealand Trade & Enterprise Development Inc, Te Puni Kokiri and Te Wananga o Aotearoa, Ngāhere Communities, New Zealand Māori Tourism and Air New Zealand.

Impact of reduction in budget and suspension of the Accommodation Provider Targeted Rate (APTR)

The suspension of the APTR has had an immediate and significant impact on Auckland Unlimited's operations with our funding from Council having decreased \$14m for 12 months from 01 April 2020. The rationale for APTR is to fund activities that benefit the accommodation sector. The activities will continue however as they are committed and relate to future years - so there is no simple relationship between revenue raised and activity each year.

Programmes in all areas of the business will be affected, with the following areas significantly reduced or postponed:

- International visitor attraction and international engagement (including staff travel)
- Short-term event delivery (note that many of these already have incurred sunk-costs and do not produce significant savings)
- Marketing and media spend
- Many areas of the tourism portfolio
- Short-term business events
- International student programmes

Performance Outlook

The Service Level Measures for 2020/21 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. In particular, with limitations to the available funding from Council and potentially highly volatile external revenues, the situation is forecast to have a significant effect on programming and attendance levels in the coming year.

Auckland Unlimited has taken a hopefully conservative view of what can be achieved in 2020/21 given the as yet uncertain impact of external influences, with plans in place to scale up in 2021/22 when it is anticipated that international borders will reopen, consumer confidence will strengthen, and the economic climate will improve. With the lag times in our business, significant effort in 2020/21 will be focused on programme development for 2021/22 to be in a strong position to capitalise on more favourable conditions.

Key Performance Indicators – Auckland Unlimited Limited

The KPIs below relate to the activities of Auckland Unlimited Limited (excluding its activities as the corporate trustee of Auckland Unlimited Trust) and will be reported on quarterly in accordance with the CCO Accountability Policy.

KEY PERFORMANCE INDICATOR	2018/19 ACTUAL	2019/20 ACTUAL/ FORECAST	2020/21	2021/22	2022/23
Drive investment and support Auckland businesses to innovate and thrive					
Value of central government investment into Auckland facilitated by Auckland Unlimited ⁵	New	New	\$20m	\$10m	\$10m
Attributable value of private sector investment secured over the year	\$198m	\$403m	\$100m ⁶	\$200m	\$200m
The contribution to regional GDP from major events and business events attracted or supported (LTP measure)	\$43.9m	\$33.7m	LTP: \$66.5m Revised ⁷ \$25m	LTP: Increasing to \$70m by 2028	
Number of businesses that have been through a Auckland Unlimited programme or benefited from a Auckland Unlimited intervention (LTP measure)	3,303	4,315	3,000	3,000	3,000

⁵ Includes contracted central government grants and funding directly to Auckland Unlimited, administered by Auckland Unlimited and directly to activity facilitated by Auckland Unlimited in the year that it occurs

⁶ Targets reflect the aim of achieving \$500m of attributable private sector investment over a 3 year period. Ongoing uncertainties related to investment opportunities in the context of COVID-19 and capacity of screen infrastructure will almost certainly result in achieved variances around target on an annual basis

⁷ Targets were originally set in 2018 and have been revised down to reflect the impact of Covid-19 on international travel, the subsequent suspension of the APTR and the impact of the delay in the opening of the NZICC. The revised targets are based on the assumption that international borders will not open in full for the duration of FY 2020/21.

Customer satisfaction of customers, partners and stakeholders who have interacted with Auckland Unlimited	77%	66%	85% ⁸	85%	85%
Tell the Auckland story					
The number of visitor nights generated as a result of an Auckland Unlimited intervention. (LTP measure)	295,282	244,249	LTP: 435,000 Revised ⁶ 125,000	LTP: Increasing to 442,500 by 2028	
Uptake of Auckland Play-Book and associated brand assets from aucklandnz.com brand hub	New	New	Benchmark	Grow	Grow
Provide experiences and opportunities for all					
Number of Māori businesses that have been through a Auckland Unlimited programme or benefitted from a Auckland Unlimited intervention (LTP measure)	244	333	120	120	120
Build a sustainable future focussed organisation					
Auckland Unlimited delivered events (Diwali, Lantern, Pasifika and Tāmaki Herenga Waka Festivals)					
<ul style="list-style-type: none"> • Diversion of landfill waste • No. events achieve Carbon Zero 	69% 0/4	76% 0/4	70% 1/4	70% 2/4	70% 4/4

Key Performance Indicators – Auckland Unlimited Trust

These KPIs below relate to the activities of Auckland Unlimited Trust (i.e., Auckland Unlimited Limited acting in its capacity as trustee of the trust) and will be reported on quarterly in accordance with the CCO Accountability Policy.

KEY PERFORMANCE INDICATOR	2018/19 ACTUAL	2019/20 ACTUAL/ FORECAST	2020/21	2021/22	2022/23
Create cultural vitality in Auckland					
The number of people who experience Auckland Unlimited Trust's programmes, events and exhibitions (LTP measure)	3,363,323	3.7m	LTP: 3.9m Revised 2.4m	3.9m	4m

⁸ From 2020/21 Auckland Unlimited will broaden the scope of its Voice of the Customer programme to incorporate a broader range of customers who have long term and shorter term, purpose driven contacts and interactions with Auckland Unlimited. In addition, the scope of satisfaction will be broadened to include those who say they are 'Satisfied' in addition to those who say they are 'Very Satisfied' and 'Extremely Satisfied'.

Net promoter score for Auckland Unlimited Trust's audiences and participants ⁹ (LTP measure)	43	19	20	20	20
Value of capital improvements to Auckland Unlimited Trust's venues	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve
Provide experiences and opportunities for all					
Number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau (LTP measure)	68	16	18	20	20
Number of people who experienced Auckland Unlimited Trust's free or subsidised programmes, events and exhibitions	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve
Percentage of Auckland residents surveyed who consider that Auckland Unlimited Trust's programmes, events and exhibition enrich their lives	69%	70%	70%	70%	70%
Number of people experiencing Auckland Unlimited Trust's outreach programmes	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve
Auckland Unlimited website and social media following (number of visits/followers)	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve
Number of school children who attend Auckland Unlimited Trust's schools programmes	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve
Number of staff hours on conservation activities at Auckland Art Gallery, Auckland Zoo and NZMM	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve
Build a sustainable future focussed organisation					
Percentage of operating costs funded through non-rates revenues (LTP measure)	57%	60%	LTP: 65% Revised 42%	65%	65%
Carbon emission reductions (year-on-year % change)	Not measured	Not measured	Baseline to be set	Maintain or improve	Maintain or improve

Note: the forecast measures for 2020/21 reflect reduced operating grant, constrained economic environment, and COVID 19 restrictions including those for reduced venue capacities and international borders – all of which are expected to reduce the size of Auckland Unlimited's in-person audience in 2020/21.

Baseline measures will be determined using the FY21 actual results

⁹ 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.

Developing our Indicator Framework

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. Over the next 12 months as we work with Auckland Council on the development of the next Long Term Plan (LTP), we will continue to align our KPIs with our strategic framework themes and ensure appropriate targets are in place.





Monitoring Indicators

In addition to our performance measures, 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 which are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but which we aim to influence through our activity. As the city's 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.

Alignment with the Auckland Plan

The Auckland Plan is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. The Auckland Plan is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Auckland Unlimited plays a critical part in delivering on outcomes, actions and targets in the Auckland Plan as outlined in the table below.

Auckland Plan Outcomes	How Auckland Unlimited Contributes
 <p>Belonging & participation</p>	<ul style="list-style-type: none"> • Working with key local employers and institutions in less prosperous places, 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, as well as providing our venues for community use. Auckland Unlimited's programming aims to ensure content of interest and relevance to the widest range of Auckland's diverse community. • Education and school programmes are offered by Auckland Art Gallery, Auckland Live, Auckland Zoo and New Zealand Maritime Museum, with community events provided by Auckland Live, Auckland Art Gallery and Auckland Stadiums. • Auckland Unlimited is also growing its outreach programme aimed at engaging the wider Auckland community outside our venues. • Within Auckland Unlimited venues, Auckland Unlimited recognises the importance of all aspects of accessibility, as reflected in affordability, transport and physical accessibility. • When major events are staged at Auckland Unlimited venues, our management works with Auckland Transport to ensure efficient transport options are available to patrons, often as part of their ticketing. Auckland Unlimited has also planned for the impact of the City Rail Link on its CBD venues. • Significant refurbishment of Auckland Unlimited's venues targets improvements to meet aesthetic, amenity, and physical accessibility standards, such that all Aucklanders can experience Auckland Unlimited programmes. • Through Auckland Unlimited websites, information is provided to Aucklanders on venue accessibility including wheelchair access points, hearing aid loop information, and guide dogs are welcome at all venues. Sign language interpretation and audio-descriptions are also offered in many performances. • Auckland Unlimited is also continuing to expand remote access to our programmes through digital and other media channels.
 <p>Māori identity & wellbeing</p>	<ul style="list-style-type: none"> • Promoting Māori success, innovation and enterprise through our Maori Business programme and through leveraging 2021 activity. • Showcasing Auckland's Māori identity and vibrant Māori culture through festival and events and through He Aratohu - the Auckland brand narrative playbook. • Celebrating Māori culture and supporting te reo Māori to flourish. • Strengthening employment outcomes by connecting rangatahi to training and entrepreneurship opportunities. • Developing a new Maori Outcomes Plan for Auckland Unlimited, aligned to Auckland Council's Maori Outcomes Framework. • Sustaining and further developing formal relationships with Māori entities. • Increasing Māori signage at venues.

	<ul style="list-style-type: none"> • Increasing the use of te reo Māori in our communications. • Enhancing staff capacity and capability in te reo Māori, tikanga Māori and Te Tiriti o Waitangi. • Incorporating mana whenua design principles in major developments and building upgrades. • Further strengthen the existing Māori workforce.
 <p>Homes & places</p>	<ul style="list-style-type: none"> • Partnering with 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 Auckland Plan 2050 aspirations. • Venues are considered public spaces and continue to be inclusive and accessible for all Aucklanders.
 <p>Transport and access</p>	<ul style="list-style-type: none"> • Partnering with 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"> • Focus on economic development that can be sustained in the long term and benefits both current and future generations including support of inclusive growth, technological adoption and the growth of the circular 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 sustainability throughout their business. • Auckland Zoo contributes to local and international breeding, conservation and educational programmes to build an understanding of wildlife and conservation. • Commitment to minimising use of water, electricity and associated waste across our venues. • Auckland Art Gallery and New Zealand Maritime Museum are committed to preserving Auckland’s cultural and art history for future generations.
 <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. • Advancing Maori employment and supporting Maori businesses to be significant drivers of Auckland’s economy. • Digital advancement is a key initiative for improving its customer experience. • Auckland Art Gallery, Auckland Zoo, New Zealand Maritime Museum and Auckland Live and Conventions offer educational programmes and professional training programmes for young people and young professionals. • A large and growing amount of programme content is now freely available online and updated regularly, from web streams of wildlife at Auckland Zoo, to the searchable collection and virtual art gallery tours with Auckland Art Gallery, and creative industry huis and live performance streams with Auckland Live.

Alignment with Development Strategy

Concurrently, and through partnership with the broader council family, Auckland Unlimited will align relevant activities with areas of focus identified through the Auckland Plan Development Strategy – in particular in the south and west of Auckland.

Summary of Financial Information

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

As part of the Auckland Council Group, Auckland Unlimited will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and a strong focus on managing sensitive expenditure.

The financial information provided in this Statement of Intent for 2020-2023 has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of Auckland Unlimited's external revenue to balance to the operational funding received from Auckland Council. Financial data is Actuals for 2018/19, Revised Budget for 2019/20, Board approved Annual Plan for 2020/21 and the Revised LTP for financial years 2021/22 and 2022/23.

Consolidated Financial Information for Auckland Unlimited

Auckland Unlimited Operating Budget

Financial year ending 30 June	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
Direct Revenue (\$m)					
Fees and user charges	40.0	47.9	23.5	55.7	56.5
Operating grants and subsidies	3.3	3.8	15.7	7.9	6.8
Other direct revenue	28.4	30.8	28.8	29.6	30.1
TOTAL REVENUE	71.7	82.5	68.0	93.2	93.4
Direct Expenditure (\$m)					
Employee benefits	72.7	70.7	74.6	72.9	74.5
Grants, contributions and sponsorship	12.0	10.5	13.1	13.4	13.7
Other direct expenditure	75.1	92.8	94.3	94.7	94.7
TOTAL EXPENDITURE	159.8	174.0	182.0	181.0	182.9
NET DIRECT EXPENDITURE / (INCOME)	88.1	91.5	114.0	87.7	89.4
Other key operating lines (\$m)					
Funding from Auckland Council	(84.5)	(90.5)	(101.8)	(87.5)	(89.2)
AC36 Funding	-	-	(11.6)	-	-
Local Board funding	(0.8)	(0.7)	(0.6)	-	-
Depreciation and amortisation	37.2	36.1	38.7	38.2	37.4
Net interest revenue	0.6	0.3	0.2	0.2	0.2

Note 1: Subsidies and grants (opex) revenue includes funding received from other sources including central government grants

Note 2: Funding from Auckland Council includes approved Annual Plan/LTP and approved budget carry forwards

Note 3: Local Board amounts vary each year depending on Local Board approvals and for outer years no amounts have been confirmed

Note 4: From FY2020/21 approved AC36 event funding is reported in Auckland Unlimited

Note 5: APTR suspension until Q4 FY2020/21 is reflected as reduced Auckland Council funding in FY2020/21

Auckland Unlimited Capital Budget

CAPITAL EXPENDITURE	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
TOTAL CAPITAL EXPENDITURE	97.0	78.7	50.2	29.3	27.7
Sources of capital expenditure					
Capital funding from Auckland Council	97.0	78.7	50.2	29.3	27.7
Subsidies and grants - capex	-	-	-	-	-
TOTAL CAPITAL FUNDING	97.0	78.7	50.2	29.3	27.7
CAPITAL FUNDING SURPLUS/DEFICIT	0.0	0.0	0.0	0.0	0.0

Financial Information for Auckland Unlimited Trust**Auckland Unlimited Trust Operating Budgets**

Financial year ending 30 June	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
Direct Revenue (\$m)					
Fees and user charges	39.4	47.2	23.0	55.2	55.9
Operating grants and subsidies	1.1	1.1	6.7	0.9	0.9
Other direct revenue	13.3	12.5	11.5	11.9	12.1
TOTAL REVENUE	53.8	60.8	41.2	68.0	68.9
Direct Expenditure (\$m)					
Employee benefits	51.2	45.7	50.7	47.8	48.7
Grants, contributions and sponsorship	1.1	1.3	2.8	1.4	1.4
Other direct expenditure	40.9	54.7	44.7	54.7	55.4
TOTAL EXPENDITURE	93.2	101.7	98.2	103.8	105.5
NET DIRECT EXPENDITURE / (INCOME)	39.4	40.9	57.0	35.8	36.5
Other key operating lines (\$m)					
Funding from Auckland Council	(36.6)	(40.6)	(57.0)	(35.6)	(36.3)
Depreciation and amortisation	32.2	33.0	35.8	35.2	34.3
Net interest revenue	0.6	0.3	0.2	0.2	0.2

Auckland Unlimited Trust Capital Expenditure

CAPITAL EXPENDITURE	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
TOTAL CAPITAL EXPENDITURE	93.9	78.5	50.0	29.1	27.5
Sources of capital expenditure					
Capital funding from Auckland Council	93.9	78.5	50.0	29.1	27.5
Subsidies and grants - capex	-	-	-	-	-
TOTAL CAPITAL FUNDING	93.9	78.5	50.0	29.1	27.5
CAPITAL FUNDING SURPLUS/DEFICIT	0.0	0.0	0.0	0.0	0.0

Financial Information for Auckland Unlimited Limited (excluding Auckland Unlimited Trust)**Auckland Unlimited Limited Operating Budget:**

Financial year ending 30 June	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
Direct Revenue (\$m)					
Fees and user charges	0.6	0.7	0.5	0.5	0.6
Operating grants and subsidies	2.2	2.7	9.0	7.0	5.9
Other direct revenue	15.1	18.3	17.3	17.7	18.0
TOTAL REVENUE	17.9	21.7	26.8	25.2	24.5
Direct Expenditure (\$m)					
Employee benefits	21.5	25.0	23.9	25.1	25.8
Grants, contributions and sponsorship	10.9	9.2	10.3	12.0	12.3
Other direct expenditure	34.2	38.1	49.6	40.0	39.3
TOTAL EXPENDITURE	66.6	72.3	83.8	77.1	77.4
NET DIRECT EXPENDITURE / (INCOME)	48.7	50.6	57.0	51.9	52.9
Other key operating lines (\$m)					
Funding from Auckland Council	(47.9)	(49.9)	(44.8)	(51.9)	(52.9)
AC36 Funding	-	-	(11.6)	-	-
Local Board funding	(0.8)	(0.7)	(0.6)	-	-
Depreciation and amortisation	5.0	3.1	2.9	3.0	3.1

Note 1: Subsidies and grants (opex) revenue includes funding received from other sources including central government grants

Note 2: Funding from Auckland Council includes approved Annual Plan/LTP and approved budget carry forwards

Note 3: Local Board amounts vary each year depending on Local Board approvals and for outer years no amounts have been confirmed

Note 4: From FY2020/21 approved AC36 event funding is reported in Auckland Unlimited Limited

Note 5: APTR suspension until Q4 FY2020/21 is reflected as reduced Auckland Council funding in FY2020/21

Auckland Unlimited Limited Expenditure by Activity

Activity (\$m)	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
Economic Development	14.8	15.2	18.1	16.6	16.9
Destination	21.7	23.8	26.9	23.8	24.4
Operational Support	12.2	11.6	12.0	11.5	11.6
TOTAL	48.7	50.6	57.0	51.9	52.9

Note 1: Economic development includes funding from LDIs which varies year on year depending on Local Board approvals

Auckland Unlimited Limited Specific Expenditure towards Māori Outcomes*:

Initiatives (\$m)	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
Māori Signature Event **	-	0.5	0.5	0.5	0.5
Māori Economic Development	0.4	0.7	0.7	0.7	0.7
Whāriki Māori Business Network	-	0.3	0.2	-	-
2021 Māori Outcomes Programme	-	0.4	1.2	0.9	-
TOTAL	0.4	1.9	2.6	2.1	1.2

*Note that expenditure towards Māori outcomes does not include staff costs and corporate overhead costs.

** Māori Signature Event represents the Tāmaki Herenga Waka Festival. In FY2018/19, following consultation with the Mana Whenua Kaitiaki Forum, it was agreed to defer the event in January 2019.

Auckland Unlimited Limited Capital Expenditure

CAPITAL EXPENDITURE	2018/2019 Actual	2019/2020 Annual Plan	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
TOTAL CAPITAL EXPENDITURE	3.1	0.2	0.2	0.2	0.2
Sources of capital expenditure					
Capital funding from Auckland Council	3.1	0.2	0.2	0.2	0.2
Subsidies and grants - capex	-	-	-	-	-
TOTAL CAPITAL FUNDING	3.1	0.2	0.2	0.2	0.2
CAPITAL FUNDING SURPLUS/DEFICIT	0.0	0.0	0.0	0.0	0.0

Asset Management

Auckland Unlimited will undertake comprehensive reviews of its asset management plans and work with Auckland Council to endeavour to ensure the renewal and maintenance of assets is funded so as to maintain the integrity of assets, taking into account that financial constraints of the Auckland Council Group.

Revenue

External revenue has previously amounted to approx. 45% of our total income, with the balance coming from the Auckland Council operational grant. The external revenue generated by our brands funds a significant proportion of the cost of delivering the programmes and activities that help achieve the organisational objectives agreed with Auckland Council. Auckland Unlimited's ability to generate external revenues has been tested by the COVID-19 pandemic and operating restrictions. The outlook for 2020-2021 has modelled a drop in external revenues in line with the constrained economic climate, venue operating restrictions including capacity limits, and closed international borders.

Auckland Unlimited's external commercial revenue continues to be cyclical and subject to a high degree of market volatility. Auckland Unlimited will continue to identify, develop and implement opportunities to generate external revenue and deliver a greater community programme that enhances New Zealand's cultural capital. These include:

- Regularly revising and updating the approach to generating external revenues, particularly in light of broader economic and market changes due to COVID-19 and significant changes to the operating environment.
- Auckland Unlimited business divisions collaborating to investigate additional revenue streams and opportunities.
- Exploring other revenue opportunities through closer collaboration across the sectors we operate in, partnering with private sector businesses, and leveraging Council group initiatives.
- Enriching events programming and driving revenue growth through pursuing investment opportunities.
- Working with various sectors and our business partners to develop philanthropic and sponsorship activities.
- Create value in enhancing customer experiences.
- Develop greater market intelligence and insight to build new audiences.
- Carrying out essential renewals to meet increasing customer expectations.
- Strategic capital investment in existing facilities.
- Growing the depth and breadth of our revenue base.
- Investigating further opportunities to leverage Council shared services.

Targeted Rate on Commercial Accommodation Providers

In 2018, the Council Governing Body adopted a targeted rate on commercial accommodation providers to fund a proportion of the visitor attraction and major events expenditure of ATEED. The amount of the targeted rate was set at 50 percent of ATEED's budgeted expenditure on visitor attraction and major events (including associated staff and operational support costs).

As a result of the COVID-19 pandemic and the associated border closures a decision was made to suspend collection of the APTR for a 12-month period from 1 April 2020 to 31 March 2021. This decision will be reviewed prior to 31 March 2021 in the light of national and international travel restrictions at the time.

Other Financial Information

Current value of assets

The value of ATEED’s assets as at 30 June 2019 was \$38.465million, based on total assets (current and non-current) of ATEED as disclosed in the audited financial statements.

The current value of RFA's assets as 30 June 2019 was \$1.41b based on the net asset value of the RFA group as disclosed in the audited financial statements.

Accounting Policies

Auckland Unlimited’s accounting policies are consistent with those of the Auckland Council group policies.

Acquisition of shares

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

Financial Reporting

Auckland Unlimited’s financial reporting to Council will be in accordance with requirements of the CCO Governance Manual.

	Budget 2019/20	LTP 2020/21	LTP 2021/22	LTP 2022/23
Asset Sales (\$m)	NA	NA	NA	NA
Shareholder Equity Ratio	95%	95%	95%	95%

Approach to Governance

Working in Partnership with the Council Group

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual which sits alongside this SOI and also forms part of the annual binding agreement between Council and Auckland Unlimited. Auckland Unlimited, including both Auckland Unlimited Limited and Auckland Unlimited Trust, will adhere to the common expectations for CCOs' contribution to the Council's objectives and priorities outlined in the CCO Accountability Policy as they relate to:

- 1) Building public trust and confidence in the Council group, including through a commitment to the no surprises protocols set out in the CCO Governance Manual.
- 2) Providing value for money.
- 3) Building a group approach to achieve outcomes for Aucklanders.
- 4) Improving outcomes for Māori.
- 5) Health and Safety.
- 6) Managing risk appropriately.
- 7) Understanding and giving effect to Auckland's shared governance.
- 8) Climate change and reducing carbon emissions.

Within this, Auckland Unlimited will commit to pursuing shared back-office delivery where appropriate and aligning ICT investments to optimise value and efficiency and avoid duplication.

Further, Auckland Unlimited will continue to work with local boards to progress local board economic development initiatives and will continue to build on its engagement with all elected members and relevant communities of Auckland to proactively build and maintain relationships.

Auckland Unlimited Board

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

- Safety, Health, Audit and Risk
- Board Appointments (Auckland War Memorial Museum and MOTAT)

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

Governance of the Accommodation Providers Targeted Rate

In June 2018, ATEED adopted new governance arrangements for its Destination focussed work programme, which was 50 percent funded (via Council) by the Accommodation Providers Targeted Rate (APTR). Through these arrangements ATEED established a subcommittee of the ATEED Board (The Destination Committee) to make recommendations on visitor attraction and major events activities. The Destination Committee included three representatives of accommodation provider targeted ratepayers and three representatives of the ATEED Board. The Destination Committee operated in accordance with its own Terms of Reference.

Notwithstanding the suspension of the APTR for a 12-month period from 01st April 2020, the Destination Committee will continue to meet and provide industry insights to the Auckland Unlimited Board over the period of the suspension.

Public Meetings

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 SOI targets and the second is to consider shareholder comments on the draft SOI for the following year. Because this is a seven-month SOI only and the first of these public meetings has already been held, only the second of these meetings is applicable for this SOI period as outlined in the table below:

Purpose of Public Meeting	Date	Form of Public Notification
Consider shareholder comments on draft SOI for Auckland Unlimited Limited and Auckland Unlimited Trust for 2021-2024	June 2021	Public notice, New Zealand Herald and www.aucklandunlimited.com

Health Safety and Wellbeing

Health, safety and wellbeing will be owned by us all and 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 wellbeing” (Ka tiaki tātou kia āhuru, kia ora tonu tatou).

Auckland Unlimited will empower our people with the right training, information, knowledge and experience to exceed our health and safety requirements driving both safety leadership and continuous improvement. Our safety culture will continue to mature, moving away from an organisational compliance driver towards focussing on health safety and wellbeing for their intrinsic value - “it’s what we do around here”.

Health, safety and security will remain a key priority across all venues and operations, even more so for our people and visitors as New Zealand recovers from the COVID-19 pandemic and establishes the new protocols required to operate safely.

During 2020-23, Auckland Unlimited will:

- Continue to ensure compliance and alignment with national and Council expectations (and with reference to international best practice) in operating public venues in a post-COVID age
- Implement CCTV upgrades/installations across its venues
- Accelerate initiatives to meet “Managed” status security level for Protective Security Requirements
- Implement audit tool Safe365 to access, monitor and improve the organisation’s health, safety and wellbeing performance
- Align its Health, Safety and Wellbeing Charter with Auckland Council’s Safety and Wellbeing Charter.

Appendix 1: Business Brands

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 it’s funding by attracting revenue through retail, advancement, admissions to paid exhibitions, cafe, events and other commercial services that complement the visitor experience.

Auckland Live and Auckland Conventions

Auckland Live and Auckland Conventions creates a vibrant city where Aucklanders and visitors alike have the opportunity to experience an exciting range of live arts, entertainment, exhibitions, conventions, business meetings and corporate functions.

Auckland Live and Auckland Conventions:

- Is a world-class arts and entertainment organisation
- Is an industry leader – recognised as a creative hub and catalyst for new ideas
- Energises the Aotea Arts Quarter, Bruce Mason Centre and Queens Wharf with events and activities
- Grows Auckland’s international reputation as a viable market and attracts the big shows to the city
- Is a centre for performing arts development, education, enrichment and high-performance professional training
- Secures and hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable Auckland Unlimited venues
- Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners
- Grows Auckland’s international reputation as a viable market and attracts international conventions and commercial exhibitions to the city.

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 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. It's current project of transformation 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 first established as Auckland Maritime Museum on Hobson Wharf in 1993 and receiving its national title in 1996. It holds and exhibits the largest maritime collection in New Zealand, demonstrating our 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: Detailed Capital Expenditure (Auckland Unlimited Trust)

CAPITAL EXPENDITURE (\$000s)	2020/2021 Annual Plan	2021/2022 LTP	2022/2023 LTP
Auckland Art Gallery: renewals	1,400	2,891	2,514
Auckland Live: renewals	18,900	4,755	7,809
Auckland Stadiums: venue renewals	5,600	3,262	3,076
Auckland Zoo: renewals	13,000	15,581	11,500
NZ Maritime Museum: renewals	3,400	338	348
Other	6,950	1,231	1,382
RFA Plus	830	1,000	800
TOTAL	50,080	29,058	27,429