

Tātaki  
Auckland  
Unlimited



# Tātaki Auckland Unlimited Limited

Annual Report for year ended 30 June 2024

# He Mihi

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

(Tātaki Auckland Unlimited)

The bird of speech sings its songs.  
Hear the melancholy song resonate,  
sourced from the inner domain of Tāne.  
A permanent melancholy form. Fixed in  
alliance, yes fixed in alliance, gathered and  
woven together!

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

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

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

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

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

# Contents of annual report

## Ngā mea o roto i te pūrongo ā-tau

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# Statement from Chair and Chief Executive

Every part of our extensive work programme this financial year helped Tāmaki Makaurau Auckland continue to emerge from the global pandemic's shadows.

Nothing encapsulated Auckland recapturing its mojo more than the month-long FIFA Women's World Cup 2023, which kicked off in July. Auckland hosted tens of thousands of colourful fans visiting from multiple nations, fuelling our accommodation and hospitality sectors, and creating excitement around the region. The tournament saw the crowd record for a football match in New Zealand broken three times at Eden Park, and more than 85,000 enjoyed the FIFA Fan Festival that Tātaki Auckland Unlimited (TAUL) delivered at The Cloud – as part of our host city programme that had been 18 months in the making.

While the event generated an important net economic benefit of \$48.9 million to Auckland, its legacy for our region extends far beyond the economic injection. Its feel-good factor had a lasting impact on residents and visitors; clubs used for training venues had facilities transformed; girls and young women were inspired by their sporting heroes; and it reinforced Auckland's reputation as a world-class host city for major international events.

The tournament led into a record year of GDP contribution from major and business events, with those we supported – including the ASB Classic, Synthony in the Domain, P!NK, and the Auckland Boat Show – adding more than \$142m to the regional economy.

The financial year also saw momentum gather pace in industries which are vital for Auckland's future prosperity and which are strongly supported by TAUL collaboration and work programmes. These include technology, screen and other creative sectors, and innovation; while our Auckland Convention Bureau team helped drive the return of lucrative business events to the region, with major global conferences confirmed in the years ahead that will bring

millions in GDP.

Unfortunately, Auckland Council is facing long-term budget challenges, and we are committed to playing our part in the council's drive to reduce costs and increase efficiency. We continue to streamline our organisation; and are also focused on reducing our reliance on ratepayer funding by seeking new revenue streams – including grant funding, commercialisation of assets where appropriate, and new sponsorship opportunities.

Initiatives such as the Destination Partnership Programme are delivering substantial new revenue, and simultaneously forging closer collaboration with industry. Together with our ongoing development of the Discover Auckland digital platform, TAUL's support for Auckland as a global destination is an excellent example of our determination to add value through an innovative and collaborative approach.

The council's 10-year budget – Long-term Plan 2025-2034 – was approved by the Governing Body in May, and the sections related to TAUL provide us with financial stability over the medium-term. That allows us to be sharply focused on delivering enhanced value to, and outcomes for, our customers – including our council shareholder – and on making crucial contributions to the regional economy that are aligned with the council's strategic priorities.

However, it is important to note that by the end of this financial year there remains a significant shortfall in investment funding that would allow TAUL to bid on Auckland's behalf for major events. Beyond the first quarter of the next financial year, there are few major events confirmed, and we expect substantially less regional GDP and visitor nights for Auckland to be generated by major and business events in the coming years – unless there is an injection of sustainable funding.

So we were pleased to see that the approved Long-term Plan 2025-2034 included an important financial change following public consultation – to link future funding for major events and tourism to the potential introduction of a visitor levy from the 2025/26 financial year.

We will provide input into the council’s approach towards that potential move.

We worked closely with mayoral and council teams to support Mayor Wayne Brown’s industry leaders’ event in February to discuss his concept for a long-term ‘Auckland deal’ and the relationship Tāmaki Makaurau Auckland has with central government. We welcome the chance to input into the council’s approach as we focus on making crucial contributions to the regional economy.

TAUL has a major part to play in helping our region meet the challenge of climate change, guided by Te Tāruke-a-Tāwhiri: Auckland’s Climate Plan. This year, a key achievement was growing Climate Connect Aotearoa – an in-person and online hub for collaborative climate innovation.

Another important milestone was reached with the publication of our first Climate Change and Environment Strategic Plan, to guide kaimahi to embed climate change and environmental sustainability across the organisation – with a focus on climate resilience, net zero emissions, zero waste, responsible water use, and by developing an organisation where our people are empowered to consider climate and environment in decision-making.

We recognise Te Tiriti o Waitangi and the vital role we play in advancing positive Māori outcomes in Tāmaki Makaurau. We will continue to invest in our partnerships with hapū, iwi, Māori communities and Māori businesses of Tāmaki Makaurau. By delivering Te Mahere Aronga (our Māori Outcomes Plan) we contribute to enriching the cultural and economic life of the region.

We made excellent progress towards our Māori outcomes objectives, and you will find some of the key achievements outlined in this report.

In the year ahead, we will continue work on major priorities, including the Discover Auckland platform – with a focus on exploring potential commercialisation features – and a refresh of the destination management plan Destination AKL in partnership with the broader sector; and working with the council and private sector partners on steps to activate the city centre – with our focus being attracting investment.

We will deliver Auckland’s three main cultural festivals – Pasifika, Lantern and Diwali; and continue to support and invest in emerging, creatively original events.

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

We will work with partners including Eke Panuku Development Auckland and the wider Auckland Council group to reactivate the city centre, through initiatives designed to drive maximum value and leverage the council’s existing investment into central city infrastructure projects such as City Rail Link and the delivery of the City Centre Masterplan – including advancing work on the development of a thriving nighttime economy.

We will continue to provide insights, data, and guidance and support for regional, local and place-based initiatives designed to shift the dial for Auckland communities.

As an organisation, we love Tāmaki Makaurau Auckland and will continue to work in partnership to make our region a vibrant and energetic place where all can thrive.



**Vicki Salmon**  
Chair

A handwritten signature in black ink, appearing to read 'V Salmon'.



**Nick Hill**  
Chief Executive

A handwritten signature in black ink, appearing to read 'Nick Hill'.

# Governance and leadership



**Tātaki Auckland Unlimited Board** L-R Alastair Carruthers, Jen Rolfe, Vicki Salmon Chair, Jennah Wootten Deputy Chair, Carol Cheng, Dan Te Whenua Walker, Hinurewa te Hau.  
Absent: Graeme Stephens



**Executive Leadership Team** L-R back row standing: James Parkinson Director Auckland Stadiums, Justine White Chief Operating Officer, Kevin Buley Director Auckland Zoo, Lynn Johnson Chief People Officer, Nick Hill Chief Executive, Shelley Watson Director Marketing, Communications & Growth, Daniel Clarke Director Performing Arts, Helen Te Hira Director Māori Outcomes, Pam Ford Director Economic Development.  
L-R front row sitting: Vincent Lipanovich Director New Zealand Maritime Museum & Partnerships, Mandy Kennedy Chief Digital Officer, Annie Dundas Director Destination, Kirsten Lacy Director Auckland Art Gallery Toi o Tāmaki.

# Highlights



**\$142m+**

GDP contribution from Major and Business Events TAUL supported



**340,000**

spectators across nine FIFA Women's World Cup 2023™ matches at Eden Park



**1800**

Iconic Auckland Eats nominations received



**60,000**

attendees at BNZ Auckland Diwali Festival



**125**

companies in the GridAKL Innovation Network



**\$351m+**

attributable value of private sector investment secured



**He Kete Mātauranga**

knowledge hub launched through Climate Connect Aotearoa



**500+**

lanterns at BNZ Auckland Lantern Festival



**135 Māori businesses**

supported through TAUL programmes and interventions



**6000**

delegates visited during the Amway China Leadership Seminar



**140+**

businesses from the visitor economy joined the Destination Partnership Programme



**629**

Film permits issued for Auckland's screen industry

# Statement of service performance

## He kōrero mō ngā mahi ratonga

### Who we are:

#### **Tātaki Auckland Unlimited Limited**

Tātaki Auckland Unlimited Limited (TAUL) is New Zealand's largest regional economic development agency. The organisation's purpose is to enrich cultural and economic life in Tāmaki Makaurau.

TAUL is a substantive Council Controlled Organisation (CCO) and a wholly owned subsidiary of Auckland Council. TAUL operates alongside Tātaki Auckland

Unlimited Trust (TAUT) and collectively, the two organisations are referred to as Tātaki Auckland Unlimited (TAU).

This statement of service performance relates to the activities of Tātaki Auckland Unlimited Limited only. TAUL is also the sole trustee of TAUT which is a charitable trust. The statement of service performance for Tātaki Auckland Unlimited Trust can be found in the TAUT Annual Report 2023-2024.





## What we do: Tātaki Auckland Unlimited Limited

TAUL's role is to support the council's vision of creating a world-class city and deliver great value for money by supporting the growth of a vibrant and competitive economy - with a particular focus on supporting business and investment attraction, business growth, innovation and skills. TAUL also supports the sustainable growth of the visitor economy, including through the attraction, support, facilitation and delivery of business and major events.

TAUL focuses on pursuing the following strategic outcomes as set out in the TAU Statement of Intent 2023-26:

- **Experiences and Events:** Engaging experiences and events drive and enhance Tāmaki Makaurau Auckland's unique narrative, vibrancy and prosperity.
- **Facilities:** Tāmaki Makaurau Auckland's cultural venues, collections and precincts are cared for, utilised and enriched for the benefit of current and future generations.
- **Investment and Innovation:** Tāmaki Makaurau's distinct cultural and economic advantages are leveraged to create prosperity for current and future generations.

TAUL's activities focus on economic growth and growing the visitor economy, and include the following:

- building Auckland's culture of innovation and entrepreneurship through the development, management and strategic leasing of an innovation precinct network which includes GridAKL, GridMKN, Click Studios and Tāmaki Innovation Hub 'Reserve' with the objective of growing businesses and creating jobs
- sustainably growing the value of Auckland's visitor economy by partnering to implement the Destination Auckland 2025 strategy with a focus on destination marketing and management, major events, business events (meetings and conventions) and international student attraction and retention
- attracting visitors to Auckland by leading the development of Auckland stories and delivering tourism campaigns in partnership Tourism New Zealand, corporate partners and neighbouring regions
- identifying, developing and facilitating new tourism products and experiences across Auckland and advocating for infrastructure enhancements
- partnering to attract, deliver and develop a programme of major sporting, cultural and business events, that attract visitation and are a catalyst for Auckland's region-wide economic prosperity
- delivering the much-loved Auckland Lantern, Pasifika and Diwali festivals to celebrate Auckland's diversity and enhance Auckland's liveability

- promoting Auckland as a global destination for business and investment with a focus on places and sectors of interest that create high quality employment while seeking investment solutions that enhance social, cultural, economic and environmental outcomes for the region
- operating two major film studios and facilitating permits to film in public spaces on behalf of council
- working with partners to develop and deliver initiatives that promote Māori economic development, with a focus on building an ecosystem of support for Māori businesses

TAUL is committed to enhancing Māori outcomes in Tāmaki Makaurau through promoting Māori success, innovation and enterprises, advancing Māori employment and creating an environment for Māori business and iwi organisations to be powerhouses in Auckland's economy.

TAUL is also committed to supporting Auckland's transition to a more resilient and regenerative economy. TAUL contributes to this goal by developing programmes to support businesses to transition to a low-carbon, resilient future and by running a climate innovation hub, Climate Connect Aotearoa, with a focus on examining pathways towards de-carbonising and building resiliency for Auckland's economy. TAUL is also committed to delivering low impact events by focusing on waste minimisation and other sustainable practises.



# Non-Financial performance at a glance

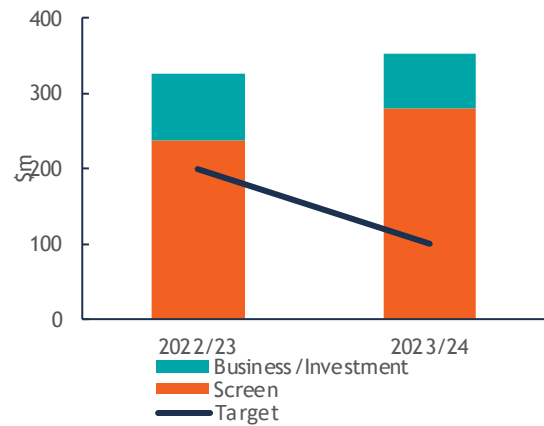
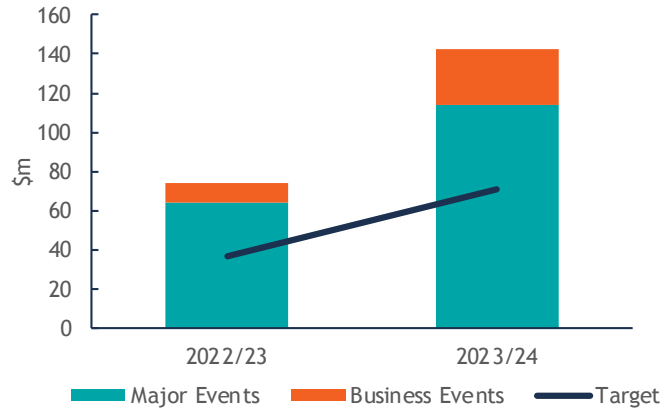
## Contribution to regional GDP of major and business events

TAUL has achieved all three of its key performance indicators for the year.

The FIFA Women's World Cup 2023 saw thousands of spectators celebrating women's sport in Tāmaki Makaurau Auckland, kicking off the year with an impressive \$87.1m in GDP injected into the region's economy.

Throughout the year, a programme of 84 major and business events supported contributed more than \$142.8m to the regional GDP, well ahead of the \$71m target. Significant major events supported included the ASB Classic, Synthony in the Domain, PINK, and the Auckland Boat Show.

Among 52 business events supported by TAUL which contributed more than \$28.7m to regional GDP, the Amway China Leadership Seminar had the greatest impact with \$7.7m in regional GDP. Other notable business events included the 2023 Congress of the International Association of Logopedics and Phoniatics, USANA Babycare Incentive, and 2023 International Women in Policing Conference.



## Attributable value of private sector investment secured

TAUL more than tripled the target of \$100m of estimated attributable value of private sector investment, securing \$351.9m across the year.

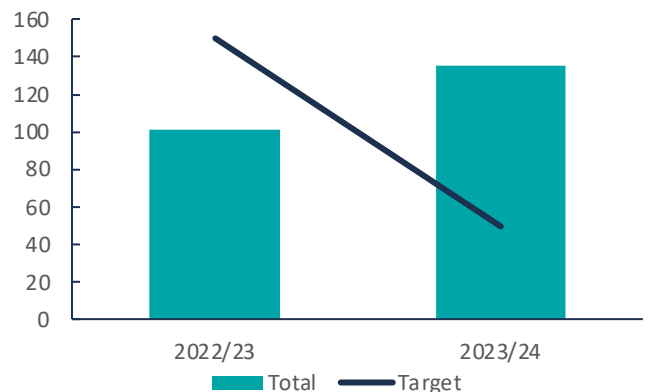
The largest contribution to this overall result came from attracting activity in the screen sector (80 per cent) including a significant feature film at Auckland Film Studios.

The Investment team also played a major role in helping to secure a major new retail business for the region during the year.

## Māori businesses through programme or intervention

Māori businesses in Tāmaki Makaurau were supported through a range of initiatives, with 135 Māori businesses going through a TAUL programme or benefitting from a TAUL intervention. This exceeded the target of 50 businesses and is an increase on FY22/23 result of 101.

A large number of these businesses benefited through Māori economic innovation hubs, including GridMKNK and The Reserve innovation precinct in Glen Innes.





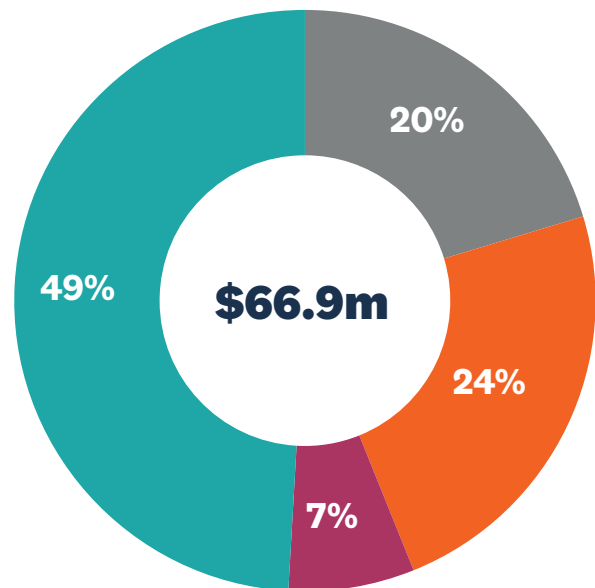
## Financial performance at a glance

### A summary of TAUL's financial performance for the year ended 30 June 2024

Across all sources, TAUL's total revenue was \$66.9m. The largest share of this came through ratepayer funding from Auckland Council (49 per cent). In addition, TAUL sourced revenue from other direct revenue sources such as grants, subsidies, and sponsorships (including government grants, 24 per cent), rentals, licences and memberships (20 per cent), and other sources (7 per cent).

## Revenue

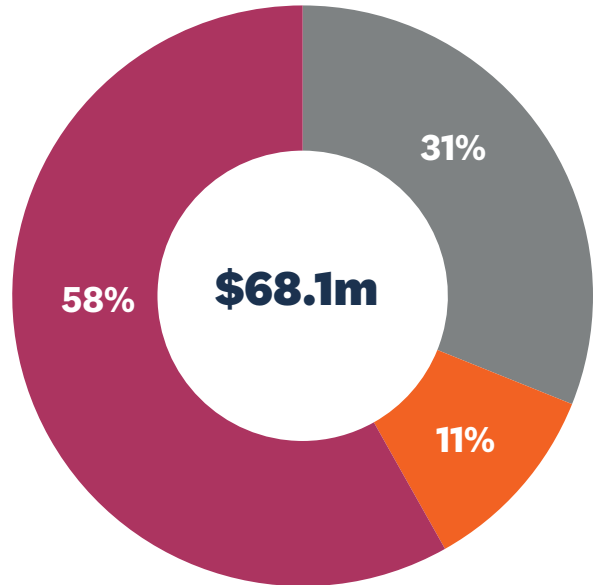
- Rental, licence and memberships
- Grants, subsidies and sponsorships
- Other direct revenue
- Funding from Auckland Council



The largest share of TAUL's operating expenses of \$68.1m was other expenditure (58 per cent) including the delivery of programmes, campaigns and events, utilities and occupancy costs. The next highest share of expenditure was staff-related costs (31 per cent). Remaining expenses were grants, and subsidies and sponsorships, including the support of TAUL's major and business events portfolio on behalf of Auckland Council (11 per cent).

## Expenses

- Employee benefits
- Grants contributions and sponsorships
- Other direct expenditure



TAUL had a nil capital budget for the 2023/24 financial year.



# Highlights of our year

## A commitment to Māori outcomes

Te Mahere Aronga is Tātaki Auckland Unlimited's guide for enabling sustainable, strategic and meaningful action to advance its commitment to Te Tiriti o Waitangi. Refreshed this year to reflect relationships, respect and opportunities, it continues to focus TAUL on delivery areas that are strategic, reflect the current operating environment and maximise the available resource.

A new way of working was established during the year to ensure a unified approach where each executive team member nominated rōpū connectors from within their areas of responsibility to form the 'Pou Hononga'. The role of this group of connectors is to work alongside their peers and directors to link all kaimahi (staff) to the mission of Māori Outcomes delivery. The Pou Hononga group has been instrumental in helping to identify and update organisation-wide goals, actions and measures for this living framework.

At the governance level, the TAU Board established a new Māori Engagement Committee. The committee's mandate is to provide a platform for governance-level relationships, rangatira to rangatira with Mana Whenua and Mātāwaka of Tāmaki Makaurau Auckland. It is a vital and new element for ensuring that the operational work of Te Mahere Aronga is relevant, timely and well monitored at all levels of TAUL.

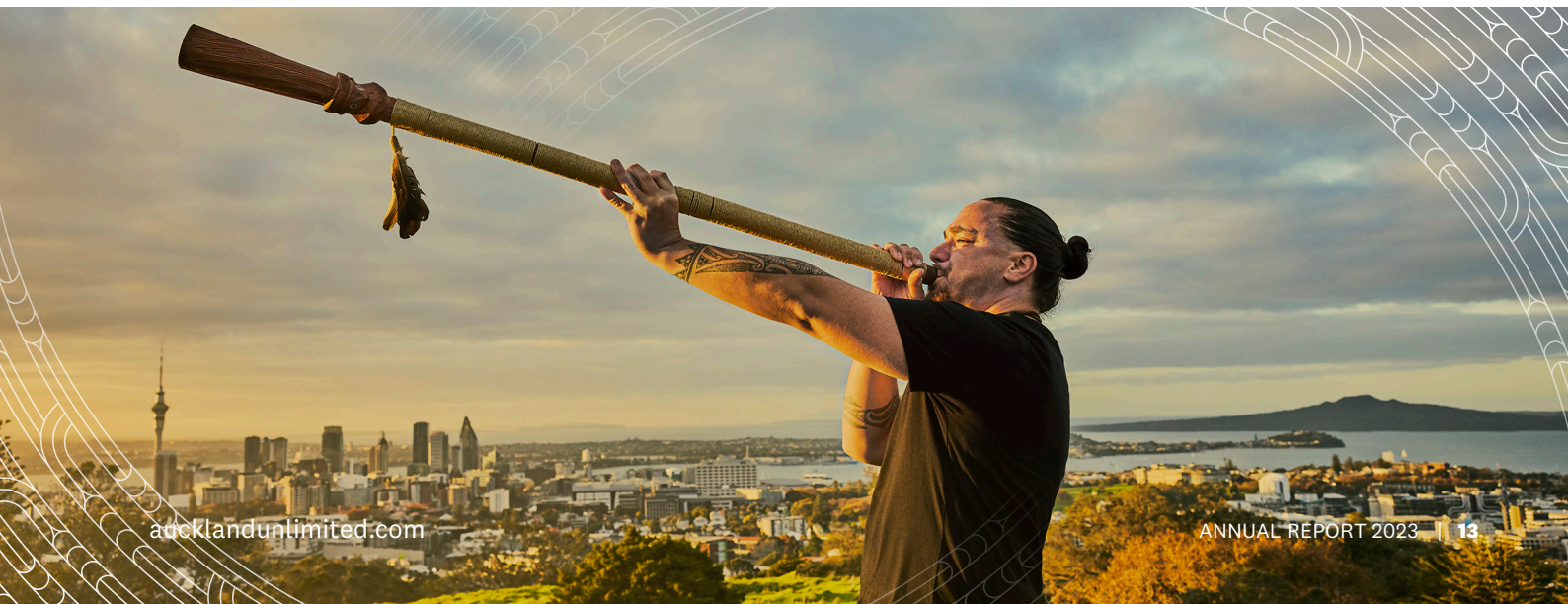
Work continues on developing an indigenous film protocol and proposed Unitary Plan change related to filming on Sites and Places of Significance to Mana Whenua. In September 2023, a collaborative working group made up of Mana Whenua, film industry and TAUL representatives was established by TAUL in support of these goals – resulting in positive engagement with iwi, hapū and industry. The draft plan change is expected to

go out for public consultation in the first quarter of the next financial year.

Strong business cases developed by TAUL secured more than \$3.3 million from the Auckland Council Māori Outcomes Fund for use over the next three years. The funds will be used to support three Māori Economic Innovation hubs: Te Puna Creative Innovation Quarter, Reserve TMK, and Te Ngahere (GridMKN); plus Māori tourism and employment initiatives, the establishment of a Māori Economic Development 10-Year Strategic Action Plan, and to support rangatahi performing arts.

Over the summer, four tertiary students of Māori or Pacific descent joined the organisation through the TupuToa 12-week internship programme to gain real-world professional experience and expand their professional and personal horizons. This is the third year TAU has supported this important kaupapa.

In June, the inaugural He Kete Mātauranga hui held by Climate Connect Aotearoa provided an opportunity for Māori to connect and explore climate issues from a mātauranga Māori perspective. The hui provided an opportunity to take an in-depth look into Māori knowledge systems, practises, ways of being, and how they are applied within the climate change space.



# Highlights of our year

## Meeting the challenges of climate change and sustainability

The organisation's first Climate Change and Environment Strategic Plan was released this year. As part of the 'climate resilience' focus area within the plan, TAUL started re-assessing its assets for physical climate hazards such as flooding and extreme heat.

Another key focus in the plan is to develop an organisation where our people are empowered to consider climate and environment in decision-making. In line with that, staff guidance was developed to support a new 'Climate Impact Statement' section in TAU Board papers, and targeted capability building sessions were delivered across the organisation, covering the topics of climate risk and adaptation, waste minimisation, 'greenwashing' and climate-related disclosures.

TAUL was again proud to play its part in the wider organisation achieving Toitū carbonreduce certification, which demonstrates a commitment to measuring the organisation's greenhouse gas emissions. TAUL has identified key areas to address, including natural gas use, business and employee travel. Work has also started to reduce TAUL's electricity use.

Just before the reporting year ended, TAUL completed the third survey documenting how kaimahi (staff) travel to and from the organisation's offices; and work started to prepare for delivering the first year of 'zero waste' actions in the next financial year – including data collection and developing the cross-organisation waste network.

TAUL also has a major part to play in helping our region meet the challenge of climate change.

Work to grow Climate Connect Aotearoa – an in-person and online hub for collaborative climate innovation, based at GridAKL in Wynyard Quarter – was a major priority for TAUL.

Collaboration is at the heart of the hub. During the year, it progressed a pilot in the Franklin ward area to enable energy sharing within a community to address energy hardship, share the benefits of available technology and build a more resilient energy system. This pilot is in partnership with Ara Ake, New Zealand's future energy development centre.

Climate Connect Aotearoa is also working with partners to develop a platform to help small and medium-sized enterprises (SME) understand the adaptation planning process and build resilience to climate change impacts.

This year, Climate Connect Aotearoa started a built environment challenge guided by research

into green jobs and the 'turning point' of Tāmaki Makaurau Auckland's economy. The challenge aimed to collaboratively develop a green jobs and skills pilot programme for the region's construction and infrastructure sector, focusing on the Māori and Pacific supply chain and its workforce.

Launched in July 2023, He Kete Mātauranga is a space within the Climate Connect Aotearoa website to support businesses and communities in building climate resilience through Māori knowledge systems and frameworks. As an extension of He Kete Mātauranga, Climate Connect Aotearoa hosted a June 2024 hui that brought together Māori businesses, iwi and hapū representatives, mātāwaka organisations, climate innovators, environmental organisations, academia and communities. The event took an in-depth look into Māori knowledge systems, practises, ways of being, and how they are applied within climate change innovation.

To support the destination sector, TAUL collaborated with Tourism Industry Aotearoa to deliver the second cohort of Taurikura – a programme for tourism and hospitality businesses to enhance their sustainability practises. The programme from August to December 2023 included 15 businesses from central Auckland and Rodney.



# Highlights of our year

## Major events add vitality to our region

The regional economic boost from major events supported by TAUL during the financial year was \$114m in new GDP.

Football fever brought with it an unmistakable feelgood factor when Tāmaki Makaurau Auckland played host to FIFA Women's World Cup 2023. At the culmination of the month-long event, a capacity attendance of 2000 watched the 20 August final live at the FIFA Fan Festival at The Cloud on Queen's Wharf – a successful activation delivered by TAUL as part of Auckland's Host City programme which had more than 85,000 Aucklanders and visitors through its doors.

The tournament's economic benefits for Auckland far exceeded expectations, injecting \$87.1m in GDP into the region's economy and more than 175,000 visitor nights. The main reasons for benefits being higher than projected were Auckland being named as host for the pre-tournament draw, which is attended by many of the sport's international dignitaries; Auckland hosting a semi-final; and the region being named the group stage base for the reigning world champion US team, which has a huge fan following.

To coincide with the FIFA Fan Festival, the region's month-long winter festival Elemental AKL had two events added across an additional weekend, with one being part of the FIFA Fan Festival.

A memorable milestone was reached with the inaugural Moana Auckland – New Zealand's Ocean Festival, which was developed and curated by TAUL as an anchor event for the region to celebrate its connection to the sea. The festival ran from 24 February to 24 March, with highlights including the first ever Z Manu World Champs with dive-bombers from around the motu showing off their skills in Viaduct Harbour (estimated 10,000 spectators), the return of the Auckland Boat Show – New Zealand's largest – (which generated \$4.1m in GDP for the region), and the inaugural Wooden Boat Festival celebrating New Zealand's maritime heritage with approximately 9,300 attendees.

There was exciting news for the future of two of the region's popular free cultural festivals delivered by TAUL on behalf of council, with a three-year naming rights partnership with BNZ secured across both festivals. The partnership is significant for both TAUL and the region – a great example of how TAUL is working with the private sector to reduce its reliance on ratepayer funding, while still delivering world-class cultural experiences that contribute to making Tāmaki Makaurau a great place to live, work and visit.





The Manukau Sports Bowl was the new home for the BNZ Auckland Lantern Festival – delivered by TAUL in the year of the dragon

November’s two-day BNZ Auckland Diwali Festival achieved the highest attendance in the event’s history with more than 60,000 unique attendees; and after a four-year hiatus due to the impact of the pandemic and weather events, TAUL was able to deliver the BNZ Auckland Lantern Festival in late February, with 110,000 attendees taking in the festival at its new home at the Manukau Sports Bowl. More than 500 illuminated lanterns and a newly commissioned zodiac animal lantern commemorating the Year of the Dragon were a fitting way to mark the festival’s much-awaited return.

TAUL’s balanced seasonal investment strategy for major events was demonstrated well across summer, with the ASB Classic in January, Synthony in the Domain in February, and P!NK in March. These three events contributed a total of \$9.3m in GDP and approximately 78,000 visitor nights for the region, while the Red Bull Cliff Diving World Series finale in January brought about 34,000 spectators to the waterfront, with live global broadcast coverage capturing the 28m dive platform’s beautiful harbour and city backdrop.

TAUL’s spring/summer cultural festival season was rounded out by Pasifika Festival at Western Springs in March, with about 31,000 attendees – including music superstar P!NK, who attended the festival as a member of the public while in Auckland for her own show. MOTAT joined Pasifika Festival this year, offering free admission and a special Pasifika programme.

Other major events highlights included the New Zealand International Film Festival, supported by TAUL on

behalf of council, which had 27,000 attendees in Tāmaki Makaurau for its first return to a full programme since 2019. More than 50 films were showcased at The Civic during Elemental AKL.

Looking forward, three Coldplay stadium shows in November 2024 were confirmed with Live Nation. TAUL is an investment partner in the concerts on behalf of the council, using a reassigned portion of a forecast investment into the cancelled March 2024 SailGP event. The investment helped secure Auckland as the New Zealand host city for the band’s Music of the Spheres tour.

Shortly after year end, a lot of hard work by TAUL and the wider council group came to fruition with an announcement that Auckland will host SailGP for the first time in January 2025, with the likely 11 teams and international visitors expected to bring a significant economic boost to the region, and spotlight Auckland’s superb harbour.

TAUL invested on behalf of the council in, and was heavily involved in preparations for the World Choir Games 2024 – presented in partnership with New Zealand Choral Federation, and New Zealand Major Events. The event involved more than 11,000 singers from more than 40 countries coming to Auckland just after year end for the largest choral competition and festival in the world. The July event was forecast to generate more than \$10 million in GDP and nearly 67,000 visitor nights for the Auckland region in a traditionally quiet visitor period for Tāmaki Makaurau.





## Highlights of our year

### A region of lucrative business events

The value of Auckland Convention Bureau's (ACB) contribution to our region was demonstrated when about 6000 of Amway China's top distributors arrived in Auckland between October and December 2023 for the company's annual Amway Leadership Seminar.

The ACB team played a central role in securing the seminar programme, which centred on Auckland and Queenstown. The event highlight for each visitor group of about 800 distributors was a final night gala dinner held at the Viaduct Events Centre operated by TAU, with six dinners staged throughout the period.

The Amway China events provided an estimated \$40m injection into New Zealand's economy, and put Tāmaki Makaurau on the map with some of China's high performers.

ACB supported a total of 213 business event opportunities across the year for events to be held between 2023 and 2032; and during the year, ACB helped secure 86 confirmed new business events for the region. These events (to be held through to 2029) are expected to generate a total economic impact value of \$37.9m and 81,517 visitor nights.

Among them was a major education convention for Auckland, which ACB successfully worked to attract alongside the NZ International Convention Centre (NZICC), the NZ Principals' Federation and Tourism New Zealand. An estimated 3000 school principals from around the world will convene in Tāmaki Makaurau in September 2026 at the NZICC. The convention is expected to generate \$4.6 million for the regional economy.

Auckland also won a prestigious World Dairy Summit with after a bid by the New Zealand International Dairy Federation, with support from ACB and Tourism New Zealand. The summit, which will be hosted in Auckland in 2026, is the flagship event for the 120-year-old federation, which spans more than 40 member countries. The event is expected to be attended by more than 1000 industry leaders and scientific experts.

# Highlights of our year

## Driving economic transformation

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TAUL has a key part to play working with private and public sector partners on the region's economic transformation. Together we attract business and investment, and drive innovation in industries – in turn, attracting and retaining talent to help Auckland be a competitive Pacific city. This year, TAUL's specialist investment attraction work resulted in more than \$351m of attributable investment in the region. This came from a variety of investments, including a significant feature film at Auckland Film Studios and a major retail investment.



TAUL's specific achievements in partnering industry to advance Auckland's priority industries are captured on p20 (screen and creative) and p19 (tech and innovation). Several TAUL initiatives are place-based, to align with and help council's spatial planning to transform and grow particular parts of Tāmaki Makaurau.

During the year, TAUL worked with partners including Eke Panuku Development Auckland and the wider council group to reactivate the city centre. The initiatives are designed to drive maximum value and leverage the council's existing investment into central

city infrastructure projects such as City Rail Link, and the delivery of the City Centre Action Plan – with TAUL focused particularly on the development of Auckland's nighttime economy. TAUL's first step was to undertake in-depth qualitative research which was presented to council and stakeholders in May.

Targeted economic intelligence is vital for steering the region towards future prosperity, and a core role of TAUL alongside partners. This year, that work included the State of the City report, which benchmarked Auckland's performance against nine peer cities globally. Released by TAUL in August 2023, the report brought a spotlight to the region's pressing economic needs, and was delivered in partnership with the Committee for Auckland, Auckland Policy Office, Deloitte and university think tank Koi Tū.

TAUL continued to deliver Project Ikuna – a government-funded programme to upskill Pacific workers – this year. TAUL worked with Auckland businesses with large Pacific people workforces, supporting workers to gain micro-credentials for job skills such as money confidence, and conflict resolution. This year, workers gained 1692 micro-credentials through the programme. The government funding is coming to an end, with TAUL's work under the current programme contract due to finish by the end of December 2024.

An influential diplomatic study tour was hosted in September 2023, with ambassadors and heads of missions from 23 countries spending three days in Auckland, including a mayoral reception. TAUL and New Zealand Ministry of Foreign Affairs and Trade delivered a programme showcasing Auckland's tech, space, creative, marine and other sectors and is growing relationships off the back of the tour.

# Highlights of our year

## Supporting tech and innovation

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Auckland has the potential to become a significant technology hub in the Pacific region – which will create jobs, and attract talent and investment – and council has set TAUL a priority task to develop the sector. It is doing that through the three-year Tech Tāmaki Makaurau programme which began in 2022.

TAUL's work on the programme was recognised with a national commendation award for 'Sector and Cluster Development' at the Economic Development NZ Awards. TAUL is working to establish a Fintech NZ hub at GridAKL – the thriving innovation precinct at Wynyard Quarter – with the aim of creating a cluster of high-growth and export-driven tech startups.

Alongside a tech focus is TAUL's support for innovation. The GridAKL Innovation Network continues to grow with 125 companies/923 individuals at GridAKL – which was established in 2015 and is operated by TAUL; 17 companies/51 individuals at Click Studios collab space in Avondale; and seven companies/32 individuals at GridMKN in Manukau.

TAUL hosted a visit to GridAKL by a mayoral delegation from Shinagawa Tokyo, which focused on developing stronger links between the Auckland and Shinagawa startup and entrepreneurial ecosystems (similar to the existing Fukuoka connection).

GridAKL announced a partnership with Stone & Chalk – Australia's largest startup community – for a landing pad programme that smooths entry into the trans-Tasman export market. There's a high interest already from startups in Sydney and Melbourne.

An 18-month pilot with Tāmaki Regeneration Company to establish the Reserve Māori and Pacific innovation hub in Glen Innes was successfully completed and the emerging hub's community is building.

TAUL partnered with Callaghan Innovation, NZTE, and Ara Ake to support 12 cleantech start-ups interested in entering the US market to engage with investors and corporates in California. The delegation presented at the Cleantech Forum North America in San Diego, developed relationships in the San Francisco Bay area, and engaged with international investors at a session organised by Invest New Zealand. Companies in the delegation focused on areas of renewable energy, waste to value, carbon capture, fusion energy, and water treatment.

In May, TAUL delivered a successful Techweek 2024 programme centred at GridAKL, including the growing influence of artificial intelligence, an entrepreneurship session on how to double the number of startups in Auckland, and the IndieGames – with 35 independent games showcased to 350 attendees. Shortly after, the GridAKL/Startup Weekend Tāmaki Makaurau was held with 70 participants, 16 mentors, and three judges for final pitches. The event was designed to support the development of entrepreneurial capability in Auckland.



# Highlights of our year

## Supporting the region's thriving screen and creative industries

Auckland's reputation as an international screen production base continued to grow during the year, with major international projects based at both TAUL-operated film studios – Auckland Film Studios (AFS), and Kumeu Film Studios (KFS) – and productions shooting on location around the region.

And there is an exciting future as the global industry emerges from a difficult period caused by the US writers and actors strikes during 2023, with six projects – including another major international production – due to move into the region in the first half of the new financial year.

As the strikes came to an end, TAUL screen specialists travelled to Los Angeles to undertake crucial in-person engagement with Hollywood's production leaders and encourage them to include Tāmaki Makaurau in their future production plans.

As a result of the meetings, several projects were confirmed for Auckland – contributing significantly to the region's international pipeline with projects for privately owned and operated Studio West and X3 Studios, as well as AFS and KFS.

As with the tech sector, TAUL's focus is to partner and support the region's billion-dollar screen and creative industry through a range of important initiatives. TAUL works with the council and productions to seek the right balance between enabling the industry to film on location and bring its important economic benefits and jobs to the region, and respecting the needs of Tāmaki Makaurau Auckland's communities where filming takes place.

This year, that included establishing the Auckland Screen Taskforce in collaboration with industry and council partners – a key action of the Screen Auckland Roadmap 2022/23. The taskforce developed priorities including improving the region's film friendliness, encouraging a pipeline of post-production, visual effects and digital projects, and refreshing Auckland's screen attraction proposition.

A new Screen Auckland website was launched in February, providing refreshed content to showcase Auckland's industry to target audiences. TAUL's screen facilitators worked with council partners to issue 629 council film permits.

To support the creative industries in Tāmaki Makaurau, TAUL took significant steps in finalising and launching a shared vision for Te Puna Innovation Quarter in Henderson.

Te Puna is an exciting New Zealand first: a collaboration between TAUL and west Auckland-based iwi Te Kawerau ā Maki which aims to be a world-class hub for screen, video gaming, creative tech, music, arts and performing arts. After the successful November 2023 launch, the focus shifted to engagement planning with mana whenua and the creative community in Auckland's west. In the new financial year, TAUL will continue to develop the Te Puna concept.

Music for screen is a multi-billion-dollar global industry as a subset of the screen business. In February, TAUL supported SyncPosium 2024 – a music-for-screen event that provided a rare opportunity to gain insights, knowledge and inspiration from some of the most influential voices in the entertainment industry. The event showcased the best in the business from the US and Aotearoa New Zealand's screen music industries, bringing together Grammy and Oscar-winning composers, top Hollywood television and movie executives, and a group of the best local music talent.



# Highlights of our year

## Visitor attraction

The Destination Auckland Partnership Programme (DPP) developed by TAUL in collaboration with industry is the cornerstone of a focus on attracting leisure visitors and business events to Tāmaki Makaurau Auckland.



While the tourism industry pursues a long-term national solution for the funding of destination marketing and management, the DPP was designed to provide an interim solution to fund Auckland’s tourism marketing and business event attraction activities in key markets, and is a great example of TAUL’s efforts to reduce reliance on ratepayer funding.

The programme began in July 2023, and reflects TAUL’s dedication to collaborative growth and sustainable tourism development. The DPP offers a range of partnership levels for businesses – from free packages to platinum partnership. By the end of the financial year, the programme had gathered 133 financial partners with a funding value of \$1.86m.

Programme highlights during the year included: a US roadshow in partnership with Auckland Airport, Destination Queenstown and 23 tourism operators, an example of the collaboration and value the DPP has built; a roadshow in Australia involving 15 DPP partners representing 25 companies, with three trade marketing events generating 390 appointments with 26 Australian

trade partners, and 25 Australian travel media attending a targeted event in Sydney.

The Discover Auckland one-stop digital shop for everything Auckland – developed by TAUL and launched in May 2023 – went from strength to strength during the year, quickly becoming one of the highest ranked sites for consumers in the crucial fly/drive market to find out about Tāmaki Makaurau.

The fourth Iconic Auckland Eats, the annual list of the top 100 dishes in Tāmaki Makaurau Auckland, opened for nominations in October and was announced in February. An initiative created by TAUL as part of Destination AKL Recovery Plan to support the hospitality industry, it is a celebration of Auckland’s world-class cuisine and diverse food stories, highlighting unique and beloved dishes that can only be savoured in Auckland. This year, there were more than 1800 public nominations – more than double last year.

In May, TAUL continued its collaborative, partnership-based approach, signing a memorandum of understanding with Destination Rotorua and Auckland Airport, with a focus on marketing the partner regions in Australia.

Just before the reporting year ended, a new Happy Guide to Auckland marketing campaign was launched. The campaign was developed to target Aucklanders, and the domestic fly and drive markets. TAUL took a humorous and quirky approach, designed to get cut through and spark conversation. The video campaign – for mainstream and social media channels, and cinemas – was developed from initial concept through to creative output with ongoing engagement with the council’s marketing and city centre programme teams, Heart of the City, K’Rd Business Association and Eke Panuku.

Building positive ‘happy’ sentiment amongst potential visitors has proven economic benefits for cities and regions globally, with research by City Nation Place and Bloom Consulting showing that a 0.1 decimal point increase (on a six-point negative to positive perceptions Likert scale) could deliver approximately \$600 million + in extra tourism spend.

# Performance against our SOI KPIs





The table below presents the performance of TAUL against the three key performance indicators (KPI) set out in the *TAU Statement of Intent (SOI) 2023 – 2026*. This SOI includes separate KPIs for TAUL and TAUT. Results for the TAUT KPIs are presented separately in the TAUT Annual Report.

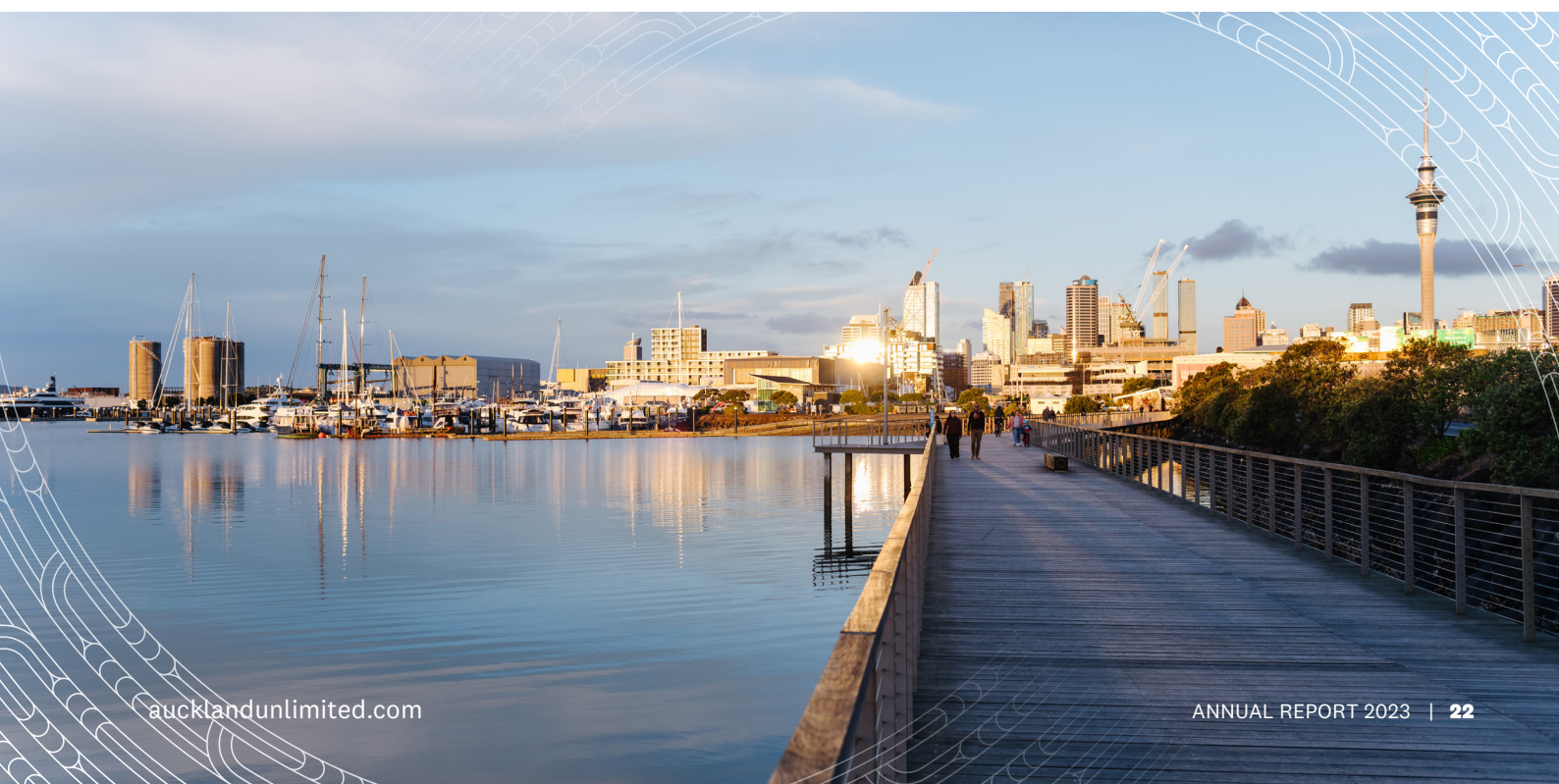
In summary, of the 3 KPIs:

- 3 were achieved

## Performance status




KPIs have been assessed for 2023/24 according to the criteria below:

Symbol	Status	Definition
	<b>Achieved</b>	Result has met or exceeded target (also includes where baseline has been established)
	<b>Substantially achieved</b>	Result within 2% of target
	<b>Not achieved but progress made</b>	Target not achieved, but improvement over previous year
	<b>Not achieved</b>	Target not achieved and no improvement over previous year
	<b>No result</b>	Unable to measure





## Results for SOI 2023-2026: Non-financial performance measures

Measure	Actual 2022/23	Target 2023/24	Actual 2023/24		Commentary
			Result	Status	
Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention	101	50	135		During 2023/24, 135 Māori businesses went through a TAUL programme or benefited from a TAUL intervention. This year's result exceeds the target of 50 businesses and is an improvement on our 2022/23 result of 101. Results reflect the large number of Māori businesses that have been tenants or through a programme at the TAU-supported innovation precinct at GridMKNK and also The Reserve innovation precinct in Glen Innes.
Attributable value of private sector investment secured over the year	\$325m	\$100m	\$351.9m		During 2023/24, the estimated attributable value of private sector investment secured by TAUL was \$351.9m. This is above the target of \$100m and also ahead of last year's result (\$325m). The largest contribution to this overall result came from attracting activity in the screen sector (80 per cent) including a significant feature film at Auckland Film Studios. Outside of the screen sector, the Investment team also played a major role in helping to secure a major new retail business for Auckland.
The contribution to regional GDP from major events and business events attracted or supported	\$74.2m	\$71m	\$142.8m		The contribution to regional GDP from major events and business events attracted or supported by TAUL was an estimated \$142.8m. This result significantly exceeds the result from last year (\$74.2m) and the target of \$71m. The single largest contributor to the overall result was the FIFA Women's World Cup 2023 which exceeded all forecasts. Other significant major event contributors were the All Blacks v South Africa, the ASB Classic, Synthony in the Domain, P!NK at Eden Park and the Auckland Boat Show. Business events attracted or supported by TAUL contributed approximately 20% of the final result, including the Auckland component of the Amway (China) Leadership Seminar New Zealand, the single largest business event that TAUL has contributed to the attraction and facilitation of.

# Notes to the statement of service performance

This Statement of Service Performance (SSP) has been prepared for Tātaki Auckland Unlimited Limited in accordance with the requirements laid out in sections 66 to 68 of the Local Government Act (2002) and the Auckland Council CCO Accountability Policy. As a council-controlled organisation, Tātaki Auckland Unlimited's role is to enrich the cultural and economic life of Tamaki Makaurau Auckland, providing benefits for Auckland and Aucklanders, rather than making a profit.

## Disclosure of judgements

The service performance information presented in the SSP is based on two key sets of information:

1. The three key performance indicators (KPIs) set out in the *TAU Statement of Intent (SOI) 2023-2026* that relate to Tātaki Auckland Unlimited Limited activity. The Statement of Intent is a requirement of CCOs, as described in Schedule 8 of the Local Government Act 2002. The SOI KPIs are based on the strategy outlined in Part 1 of the SOI which positions TAU to meet the expectations of the council and Aucklanders. The KPIs are reviewed and agreed by the TAU Board on an annual basis as part of the SOI development process. They are also agreed with the council.
2. A qualitative description of other key highlights throughout the year that are not necessarily captured through the KPIs. These highlights are reviewed and agreed by the senior leadership team and the board before inclusion in the SSP.

The BNZ Diwali Festival, delivered by TAU at Aotea Square and Queen Street





KPI	EXPLANATION
<b>Number of Māori businesses that have been through a Tātaki Auckland Unlimited programme or benefited from a Tātaki Auckland Unlimited intervention</b>	<p>TAUL is the lead agency for the Kia ora te Umanga, Māori Business, Tourism and Employment priority within Kia Ora Tāmaki Makaurau, the council family’s Māori Outcomes Performance Measurement Framework.</p> <p>Measurement of the number of Māori businesses that have been through a TAUL programme or benefited from a TAUL intervention is one way that TAUL can measure its role in helping Māori businesses to play a significant role in the growth of the Auckland economy.</p> <p>Where possible, Māori businesses have been self-defined and include businesses that consider themselves a Māori business due to full or partial ownership by a person or people who have Māori whakapapa. This definition aligns with the one used by Statistics NZ to define Māori businesses.</p>
<b>Attributable value of private sector investment secured over the year</b>	<p>One of TAUL’s key roles is to collaborate with others to help attract investment into the Auckland economy. Through the Statement of Intent, one of its key strategic priorities is increasing capital invested into Auckland for economic and cultural outcomes. As such, it is appropriate that TAUL measures the value of private sector investment secured each year.</p> <p>For the purposes of this measure, TAUL has identified two key activities that attract direct private sector investment into Auckland. These activities are:</p> <ol style="list-style-type: none"> <li>1. The attraction and support of screen production activity to Auckland (including film facilitation and the operation of Kumeu Film Studios and Auckland Film Studios).</li> <li>2. The attraction and support of other business and investment to Auckland including through the Invest Auckland digital platform.</li> </ol> <p>The level of private sector investment from these activities is sourced directly from clients based on their best estimates of the level of investment they have or are intending to make into Auckland. The reported result relates to the level of investment secured during the year, but not necessarily occurring within the year. (e.g. securing a film deal that may happen the following season).</p> <p>Recognising that TAUL usually collaborates with partners to secure investment activity, and is not solely responsible for investment occurring, a level of attribution is applied to each secured investment deal.</p> <p>The attribution level considers whether the investment activity would have occurred with or without TAUL’s involvement (based on a client view) and the level of TAUL’s involvement in securing the investment. On average, the level of attribution applied to screen investment deals is higher than that applied to general business investment deals due to TAUL’s significant involvement in attracting screen deals, running and sourcing studio infrastructure, and facilitating filming activity in public spaces.</p>
<b>The contribution to regional GDP from major events and business events attracted or supported</b>	<p>Measurement of the contribution to regional GDP from major and business events attracted or supported reflects a key objective of TAUL’s major and business event programmes to attract events that will contribute to growing Auckland’s regional economy.</p> <p>The estimated contribution to regional GDP from major events is sourced directly from evaluation undertaken by external event evaluation company Fresh Information using a mixture of primary research with event organisers and event attendees, desk-based research and historic results. During 2023/24, the major event portfolio included 32 evaluated events that TAUL played a role in attracting or supporting. One further event was not evaluated as its locally focussed nature meant it would have had no or negligible additional impact on regional GDP.</p> <p>Estimates of the contribution to regional GDP from business events attracted or supported are also undertaken by Fresh Information. Each business event attracted or supported by TAUL is evaluated based on a mixture of post-event primary data provided by event organisers and pre-event estimates. The result includes the impact of 52 business events held during the year that TAUL played a role in attracting or supporting.</p> <p>Measurement accounts for the net additional regional impact only (i.e. local spend by local residents and businesses is not included), and figures represent the total net impact of major and business events delivered and/or attracted and/or supported by TAUL that have occurred during 2023/24.</p>

# Annual financial report

## Statement of comprehensive revenue and expense 30 June 2024

Pūrongo o ngā Whiwhinga me ngā Whakapaunga pūtea mō te tau mutu a te 30 o Pipiri 2024

	Note	Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000
<b>REVENUE</b>				
Service and other revenue	4	66,879	62,613	107,139
Interest Revenue		31	19	32
<b>Total revenue</b>		<b>66,910</b>	<b>62,632</b>	<b>107,171</b>
<b>EXPENDITURE</b>				
Personnel costs	5	(20,842)	(22,901)	(28,669)
Depreciation and amortisation	10,11	(1,443)	(2,996)	(1,633)
Finance costs		(2)	(1)	(1)
Other expenses	6	(45,799)	(39,731)	(70,359)
<b>Total expenditure (Deficit) / Surplus before tax</b>		<b>(68,086)</b>	<b>(65,629)</b>	<b>(100,662)</b>
Surplus/(deficit) from continuing operations		(1,176)	(2,997)	6,509
Income tax benefit	7	(347)	-	1,325
<b>Surplus/(deficit) after tax</b>		<b>(1,523)</b>	<b>(2,997)</b>	<b>7,834</b>
		(1,523)	(2,997)	7,834
<b>(DEFICIT) OR SURPLUS IS ATTRIBUTABLE TO:</b>				
Equity holders of Tātaki Auckland Unlimited Limited		(1,523)	(2,997)	7,834
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR IS ATTRIBUTABLE TO:</b>				
Equity holders of Tātaki Auckland Unlimited Limited		(1,523)	(2,997)	7,834

The notes to the financial statements form part of, and should be read in conjunction with, these financial statement Explanations of major variances against budget are provided in Note 25.

## Statement of financial position as at 30 June 2024

Pūrongo o te tahua pūtea i te 30 o Pipiri 2024

	Note	Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000
<b>ASSETS</b>				
Current assets				
Cash and cash equivalents		728	198	5
Trade and other receivables	9	32,910	38,503	40,097
<b>Total current assets</b>		<b>33,638</b>	<b>38,701</b>	<b>40,102</b>
<b>NON CURRENT ASSETS</b>				
Property, plant and equipment	10	5,990	4,699	7,395
Intangible assets	11	-	1	1
<b>Total non current assets</b>		<b>5,990</b>	<b>4,700</b>	<b>7,396</b>
<b>Total assets</b>		<b>39,628</b>	<b>43,401</b>	<b>47,498</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Trade and other payables	12	19,706	22,704	22,441
Employee Entitlements	13	1,731	1,931	2,031
Provisions	14	-	2,479	3,254
<b>Total current liabilities</b>		<b>21,437</b>	<b>27,114</b>	<b>27,726</b>
<b>NON CURRENT LIABILITIES</b>				
Provisions	14	-	63	53
Deferred tax liabilities	15	931	584	584
Trade and other payables	12	1,155	1,009	1,507
<b>Total non current liabilities</b>		<b>2,086</b>	<b>1,656</b>	<b>2,144</b>
<b>Total liabilities</b>		<b>23,523</b>	<b>28,770</b>	<b>29,870</b>
<b>Net assets</b>		<b>16,105</b>	<b>14,631</b>	<b>17,628</b>
<b>EQUITY</b>				
Contributed equity	16	4,377	4,377	4,377
Accumulated surplus / (deficit)	16	4,768	3,294	6,291
Restricted reserves	16	6,960	6,960	6,960
<b>Total equity</b>		<b>16,105</b>	<b>14,631</b>	<b>17,628</b>

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements. Explanations of major variances against budget are provided in Note 25.

## Statement of changes in equity for the year ended 30 June 2024

Pūrongo o te panoni rawa pūtea mō te tau i mutu i te 30 o Pipiri 2024

Note	Contributed Equity \$'000	Restricted Reserved \$'000	Accumulated surplus/ (deficit) \$'000	Total Equity \$'000
<b>Balance as at 1 July 2023</b>	4,377	6,960	6,291	17,628
Surplus or deficit for the year	-	-	(1,523)	(1,523)
Transfer to restricted reserves	-	-	-	-
<b>Balance as at 30 June 2024</b>	<b>4,377</b>	<b>6,960</b>	<b>4,768</b>	<b>16,105</b>
<b>Balance as at 1 July 2022</b>	4,377	-	5,417	9,794
Surplus or deficit for the year	-	-	7,834	7,834
Transfer to restricted reserves 16	-	6,960	(6,960)	-
<b>Balance as at 30 June 2023</b>	<b>4,377</b>	<b>6,960</b>	<b>6,291</b>	<b>17,628</b>
<b>Budget 2024</b>				
Balance as at 1 July 2023	4,377	6,960	6,291	17,628
Surplus or deficit for the year	-	-	(2,997)	(2,997)
Transfer to restricted reserves	-	-	-	-
<b>Balance as at 30 June 2024</b>	<b>4,377</b>	<b>6,960</b>	<b>3,294</b>	<b>14,631</b>

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements. Explanations of major variances against budget are provided in Note 25.



## Statement of cash flows for the year ended 30 June 2024

Pūrongo o te kapewhiti pūtea mō te tau i mutu i te 30 o Pipiri 2024

	Note	Actual 2024 \$'000	Budget 2024 \$'000	Actual 2023 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Receipts from council funding, customers and other services		68,419	64,256	96,107
Interest received		31	19	31
Payments to suppliers and employees		(66,952)	(63,861)	(95,063)
Other cash flows from operating activities		(210)	-	(429)
Goods and services tax (GST) received from / (paid to) IRD		(565)	(49)	(251)
<b>Net cash flow from operating activities</b>	17	<b>723</b>	<b>365</b>	<b>395</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Disposals / (purchases) of property, plant and equipment		-	(300)	(595)
Other cash flows from investing activities		-	128	133
<b>Net cash flow from investing activities</b>		<b>-</b>	<b>(172)</b>	<b>(462)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Other cash flows from financing activities		-	-	-
Net cash flow from financing activities		-	-	-
Net increase / (decrease) in cash and cash equivalents		723	193	(67)
Cash and cash equivalents at the beginning of the year		5	5	72
<b>Cash and cash equivalents at the end of the year</b>		<b>728</b>	<b>198</b>	<b>5</b>

The GST component of cash flows from operating activities reflects the net GST paid to and received from Inland Revenue. The GST component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes and to be consistent with the presentation basis of the other primary financial statements.

The notes to the financial statements form part of, and should be read in conjunction with, these financial statements. Explanations of major variances against budget are provided in Note 25.

## 1. General information / Ngā pārongo matua

### Statement of accounting policies for the year ended 30 June 2024

#### Reporting entity

Tātaki Auckland Unlimited Limited is a Council controlled organisation (CCO) and a wholly owned subsidiary of Auckland Council (the shareholder).

Tātaki Auckland Unlimited Limited is the corporate trustee of Tātaki Auckland Unlimited Trust, a charitable trust.

#### Nature of business

TAUL has a strong focus on working with a range of public and private sector partners to support the growth of quality jobs for all Aucklanders, and helping make Auckland a desirable place to live, work, visit, invest and do business. This has been achieved by developing Auckland's culture of innovation and entrepreneurship, recognising that innovation is a crucial driver of sustained revenue and business growth. Additional areas of focus include raising Auckland's international profile, developing improved international connectivity through trade, and driving the attraction of new business and investment. Today, TAUL contributes to Auckland Council priorities through local board economic overviews, screen attraction, tourism, major events, Auckland Convention Bureau, innovation and entrepreneurship, and business attraction and investment.

TAUL does not have the primary objective of making a financial return. TAUL is designated as a public benefit entity and applies New Zealand Tier 1 Public Benefit Entity Accounting Standards (PBE Accounting Standards).

The financial statements of TAUL are for the year ended 30 June 2024. The financial statements were authorised for issue by the Board of Directors, on the date they were signed.

## 2. Summary of significant accounting policies / He whakarāpopotonga o ngā kaupapa here matua mō ngā take kaute

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

### 2.1 Basis of preparation

The financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently for the period 1 July 2023 to 30 June 2024.

#### Statement of compliance

The financial statements of TAUL have been prepared in accordance with the requirements of section 69 of the Local Government Act 2002 and the Companies Act 1993, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

TAUL is a public sector public benefit entity (PBE) as defined under the External Reporting Board (XRB) Standard A1.

These financial statements comply with International Public Sector Accounting Standards (IPSAS) and other applicable financial reporting standards as appropriate for public benefit entities designated Tier 1.

TAUL's significant accounting policies have been applied on a consistent basis.

#### Measurement base

These financial statements have been prepared under the historical cost convention, except for financial instruments.

#### Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000).

#### Implementation of new and amended accounting standards

##### Standards issued but not yet effective

TAUL will adopt the following accounting standard in the reporting period after the effective date.

### *Disclosure of Fees for Audit Firm's Services (Amendments to PBE IPSAS 1)*

Amendments to PBE IPSAS 1 Presentation of Financial Reports change the required disclosures for fees relating to services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm.

This is effective for the year ended 30 June 2025.

### *PBE IFRS 17 Insurance Contracts*

This new standard sets out accounting requirements for insurers and other entities that issue insurance contracts and applies to financial reports covering periods beginning on or after 1 January 2026.

### *2022 Omnibus Amendments to PBE Standards issued June 2022*

The 2022 Omnibus Amendments include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards. The revised PBE standards are effective from the year ending 30 June 2024. These are not expected to have any significant impact on TAUL's financial statements.

All other standards, interpretations and amendments for the current year are either not applicable to TAUL or are not expected to have a material impact on the financial statements, and therefore have not been disclosed.

## **2.2 Foreign currency translation**

Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions are recognised in the statement of comprehensive revenue and expense.

## **2.3 Property, plant and equipment**

Property, plant and equipment consists of fitout for leased premises, plant and machinery, computer equipment, furniture, fittings and equipment and capital work in progress.

### **Initial recognition**

Property, plant and equipment is shown at cost, less accumulated depreciation and impairment losses, if any.

### **Additions**

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to TAUL, and the cost of the item can be measured reliably.

Plant and equipment are recognised at cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

### **Disposals**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit in the statement of comprehensive revenue and expense.

### **Depreciation**

Depreciation on all property, plant and equipment, is provided on a straight line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The residual value and remaining useful life of an asset is reviewed, and adjusted if applicable, at each financial period end. The useful lives of major classes of assets have been estimated as follows:

<b>Class of asset depreciated</b>	<b>Estimated useful life (years)</b>
Leased assets	1-14
Plant & machinery	1-15
Furniture, fittings & equipment	1-14
Computer equipment	1-8

### **Capital work in progress**

Capital work in progress is recognised at cost less impairment and is not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

### **Carrying amount**

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

## **2.4 Intangible assets**

### **Computer software**

Acquired computer software licences are capitalised based on the costs incurred to acquire and bring to use. Costs are amortised using the straight line method over their estimated useful lives (1 to 8 years).

Costs directly associated with the development of identifiable and unique software products for internal use are recognised as an intangible asset to the extent it is probable such costs are expected to be recoverable.

Computer software development costs recognised as assets are amortised using the straight-line method over their estimated useful lives (not exceeding 3 years).

## **2.5 Impairment of non financial assets**

At each balance date TAUL reviews the carrying amounts of its other tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Where it is not possible to estimate the recoverable amount of an individual asset, TAUL estimates the recoverable amount of the cash generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash generating units; otherwise, they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable value. An impairment loss is recognised immediately in the surplus or deficit in the statement of comprehensive revenue and expense.

## **2.6 Trade and other receivables**

Receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market. Receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest rate method, less any provision for expected credit loss arising from non payment. There is no concentration of TAUL credit risk with respect to trade receivables as there are a large number of customers. Related party receivables are predominantly with entities within the Auckland Council (ultimate parent) group structure. TAUL does not hold any collateral or other credit enhancements over these balances as security. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit in the statement of comprehensive revenue and expense.

### **Provision for impairment of trade receivables**

TAUL has determined a provision for impairment of receivables based on an expected credit loss model.

It has applied the simplified approach to providing for expected credit losses, which requires the recognition of a lifetime expected loss provision for trade receivables. The calculation of the allowance provision incorporates forward looking information, such as forecasted economic conditions.



## 2.7 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, and bank overdrafts.

## 2.8 Trade and other payables

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course business from suppliers. They are classified as current liabilities if payment is due within one year or less. If not, they are presented as non current liabilities.

Trade and other payables are initially measured at fair value and subsequently measured at amortised cost, using the effective interest rate method.

## 2.9 Current and deferred income tax

Income tax expense in relation to the surplus or deficit for the period comprises current tax and deferred tax.

Deferred tax is recognised on the temporary difference between the carrying amount of assets and liabilities and their taxable value. Deferred tax assets are not recognised unless recovery is considered probable.

As a member of the Auckland Council consolidated group, any tax liability of members of the group are offset against losses available from other group member(s), so that no tax is payable by TAUL.

## 2.10 Goods and services tax

All items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue is included as part of receivables or payables in the statement of financial position.

## 2.11 Employee entitlements

### Short term employee entitlements

Short term employee benefits, including annual leave, are recognised as an expense over the period in which they accrue. Benefits that are due to be settled within 12 months after the end of the period in which the employee renders the related service are accrued based on entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned, but not yet taken at balance date and long service entitlements expected to be settled within 12 months.

### Superannuation schemes

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the surplus or deficit in the statement of comprehensive revenue and expense when they are incurred.

## 2.12 Revenue recognition

Revenue is comprised of exchange and non exchange transactions. Exchange transaction revenue arises when one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value in exchange.

Non exchange transaction revenue arises from transactions without an apparent exchange of approximately equal value. Non exchange revenue includes grants, subsidies and sponsorship.

Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue are explained below:

### **Funding from Auckland Council**

Funding is recognised as revenue upon entitlement based on the eligibility of expenditure in accordance with the statement of intent between TAUL and Auckland Council.

### **Grants and sponsorships received**

Council, government, and non government grants and sponsorships are received as assistance for specific purposes and these grants or sponsorships usually contain restrictions on their use. They are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant or sponsorship agreement are not met. If there is such an obligation, the grants or sponsorships are initially recorded as grants or sponsorships received in advance and recognised as revenue when conditions of the contract are satisfied.

### **Lease, licence to occupy and membership revenue**

Rental revenue from operating leases and licence to occupy agreements are recognised as revenue on a straight line basis over the lease and agreement term. Membership revenue relates to short term membership access to TAUL facilities, usually a seat/desk that is paid for on a monthly cycle.

### **Provision of services**

Provision of services are recognised in the accounting period in which the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

### **Goods or services revenue**

Revenue from the sale of goods or services is recognised when a product is sold, or service is provided to the customer. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

### **Interest revenue**

Interest revenue is recognised on a time proportion basis using the effective interest method.

## **2.13 Leases**

### **TAUL as Lessee**

TAUL leases property, plant and equipment. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the surplus or deficit in the statement of comprehensive revenue and expense on a straight line basis over the period of the lease.

### **TAUL as Lessor**

TAUL subleases property to third parties under operating leases. Rental revenue (net of any incentives given to lessees) is recognised on a straight line basis over the period of the lease.

## **2.14 Provisions**

Provisions are recognised when the group has a present obligation as a result of a past event, it is probable that there will be a future outflow of resources, and the amount of the provision can be reliably measured.

Provisions are not recognised for future operating losses and are measured at the present value of the expenditures expected to be required to settle the obligation.

A restructuring provision is recognised when an approved, detailed, formal plan for the restructuring has either been announced to those affected, or for which implementation has already started.

## **2.15 Equity**

Equity is the Auckland Council's interest in TAUL, being a council controlled organisation, as measured by total assets less total liabilities. Equity has been classified into various components to identify those portions of equity held for specific purposes. The components of equity are:

- Accumulated surplus / (deficit)
- Contributed equity
- Restricted reserves.

Contributed equity represents the transfer of assets on establishment of TAUL.

TAUL's objectives, policies and processes for managing capital are discussed in Note 24.

### **3. Significant judgements and estimates**

#### **Ngā whakapae me ngā whakatau tata**

In preparing these financial statements TAUL has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates, judgements and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year have been included below.

#### **3.1 Grant and sponsorship revenue**

Judgement is exercised when recognising revenue from grants or sponsorship to determine if conditions of the contract have been satisfied. The judgement will be based on the facts and circumstances that are evident for each contract.

#### **3.2 Major events contracts**

TAUL enters into contractual arrangements for hosting, delivering and/or sponsoring major events. Where there is a clear obligation to pay, regardless of the timing and occurrence of the event, this will be recognised as an expense and liability in the year the obligation falls due.

TAUL uses judgement to determine the likelihood of an event happening. This will consider, amongst other things, history of the event or event holder, publicity and contractual clauses. In most cases, if a contract has been entered into to provide financial support to an event, it is assumed that the event will happen.

#### **3.3 Grant and contributions expenditure**

Non discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where TAUL has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by TAUL, and approval has been communicated to the applicant. Discretionary grants awarded have no substantive conditions attached.

### 3.4 Estimating useful lives and residual values of property, plant, and equipment

At each balance date, TAUL reviews the useful lives and residual values of its property, plant, and equipment. Assessing the appropriateness of useful life and residual value estimates requires TAUL to consider a number of factors such as the physical condition of the asset, expected period of use of the asset by TAUL, and expected disposal proceeds from the future sale of the asset.

An incorrect estimate of the useful life or residual value will affect the depreciable amount of an asset, therefore affecting the depreciation expense recognised in the surplus or deficit in the statement of comprehensive revenue and expense and the asset's carrying amount. TAUL minimises the risk of this estimation uncertainty by:

- Physical inspection of assets
- Asset replacement programmes
- Review of second hand market prices for similar assets
- Analysis of prior sales.

TAUL has not made significant changes to past assumptions concerning useful lives and residual value.



#### 4. Service and other revenue

##### Ngā ratonga me ngā moniwhiwhi

	2024 \$'000	2023 \$'000
<b>REVENUE FROM EXCHANGE TRANSACTIONS</b>		
Rental, licence and membership revenue	13,572	14,904
Other transfer revenue	5,020	3,602
<b>Total from exchange transactions</b>	<b>18,592</b>	<b>18,506</b>
<b>REVENUE FROM NON EXCHANGE TRANSACTIONS</b>		
Operating funding from Auckland Council	32,310	57,557
Capital funding from Auckland	229	400
Grants and subsidies	14,818	30,435
Sponsorships	930	241
<b>Total revenue from non exchange transactions</b>	<b>48,287</b>	<b>88,633</b>
<b>Total service and other revenue</b>	<b>66,879</b>	<b>107,139</b>

#### 5. Personnel costs

##### Ngā utu kaimahi

	2024 \$'000	2023 \$'000
Salaries and wages	21,689	26,089
Defined contribution plan employer contributions	658	763
Increase/(decrease) in employee entitlements	(305)	(214)
Redundancy expense	(1,213)	2,162
Other staff expenses	13	(131)
<b>Total personnel expenses</b>	<b>20,842</b>	<b>28,669</b>

For the year ended 30 June 2024, TAUL made redundancy and severance payments to employees totalling \$1,645,000 (2023: \$577,000).

## 6. Other expenses

### Ētahi atu whakapaunga

	2024 \$'000	2023 \$'000
Fees paid for audit services*	174	156
<i>Fees paid to principal auditor for audit of financial statements</i>		
Service delivery contracts	4,612	3,554
Impairment of receivables	453	38
Marketing expenses	5,315	5,504
Professional services	5,914	11,775
Repairs and maintenance	584	1,147
Utilities and occupancy	15,725	12,925
Other operating expenses	5,338	7,164
Directors' fees and expenses	389	389
Grant, contributions and sponsorship	7,306	27,742
Loss on sale of other assets	-	-
Deficit / (surplus) on disposal of assets	-	-
Interest expense	(10)	(32)
Net foreign exchange loss	(1)	(3)
<b>Total other expenditure</b>	<b>45,799</b>	<b>70,359</b>

\* The auditors of the financial statements are Audit New Zealand. Other than fees in relation to the audit of the financial statements, no other remuneration was paid. The FY2024 full year fees paid for audit services was \$174,000 (2023: \$156,000).

\*\* Grants paid out relating to Activate and Reactivate support packages in FY24 were nil (2023: \$6,291,000)

Other operating expenses comprise mainly operating lease expenses, travel costs, venue hire, shared service costs for services delivered by related parties, and operational & software maintenance costs.

## 7. Income tax (benefit) expense

Te whakapaunga tāke (takuhe) moniwhiwhi

	2024 \$'000	2023 \$'000
<b>COMPONENTS OF INCOME TAX EXPENSE</b>		
Current tax expense	-	-
Deferred tax	347	(1,325)
<b>Total income tax (benefit) / expense</b>	<b>347</b>	<b>(1,325)</b>
<b>RELATIONSHIP BETWEEN TAX EXPENSE AND ACCOUNTING (DEFICIT)/ SURPLUS</b>		
Net surplus/(deficit) before tax	(1,176)	6,508
Less net surplus (deficit) from non taxable activities	-	-
<b>Surplus (deficit) before taxation</b>	<b>(1,176)</b>	<b>6,508</b>
Prima facie income tax at 28%	(329)	1,822
Taxation effect of permanent differences	(26)	(79)
Other difference in movement between statement of taxable income & deferred tax	48	(385)
Loss offset	654	(2,683)
Prior year adjustment	-	-
<b>Total income tax (benefit) / expense</b>	<b>347</b>	<b>(1,325)</b>

## 8. Imputation Credit Account

He pūtea tāwere hīkaro uara

TAUL is part of the Auckland Council consolidated tax group and does not maintain its own imputation credit account. The total imputation credit available for use by each of the members of the consolidated income tax group amount is \$5 million (2023: \$3 million).



## 9. Trade and other receivables

### Ngā tauhokohoko me ngā whiwhinga

	2024 \$'000	2023 \$'000
<b>CURRENT RECEIVABLES FROM EXCHANGE TRANSACTIONS</b>		
Trade receivables	1,473	4,496
Sundry receivables	2,979	1,654
Prepayments	196	407
<b>Total current receivables from exchange transactions</b>	<b>4,648</b>	<b>6,557</b>
<b>CURRENT RECEIVABLES FROM NON EXCHANGE TRANSACTIONS</b>		
Related party receivables	27,721	33,540
Goods and services tax	541	-
<b>Total current receivables from non exchange transactions</b>	<b>28,262</b>	<b>33,540</b>
<b>Total trade and other receivables</b>	<b>32,910</b>	<b>40,097</b>

As at 30 June 2024, trade receivables of \$1,473,000 were due (2023: \$4,496,000). Impairment of receivables has been provided for of \$521,000 (2023: \$24,000).

Provisioning has been based on the expected credit loss model (refer Note 2.6). The aging analysis and provisioning is shown below.

	Gross carrying amount \$'000	Expected loss rate	Expected loss \$'000
<b>AGING ANALYSIS AND PROVISIONING 2024</b>			
Current	(5)	0.0%	-
Past due 1 - 60 days	647	0.0%	-
Past due 61 - 90 days	185	0.0%	-
Past due > 90 days	646	-80.6%	(521)
<b>Total current trade receivables</b>	<b>1,473</b>		<b>(521)</b>
<b>AGING ANALYSIS AND PROVISIONING 2023</b>			
Current	1,676	0.0%	-
Past due 1 - 60 days	1,999	1.0%	(26)
Past due 61 - 90 days	682	0.0%	-
Past due > 90 days	139	30.0%	(42)
<b>Total current trade receivables</b>	<b>4,496</b>		<b>(68)</b>



## 10. Property, plant and equipment

Ngā rawa, ngā whare umanga, me ngā taputapu

2024 Operating assets	Opening cost 1 Jul 2023	Opening accumulated depreciation 1 Jul 2023	Opening carrying amount 1 Jul 2023	Additions	Disposals/ impairment	Accumulated depreciation on disposal	Transfers	Current year depreciation	Cost 30 Jun 2024	Accumulated depreciation /impairment 30 Jun 2024	Carrying amount 30 Jun 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Plant and equipment	498	(376)	122	82	-	-	-	(43)	580	(419)	161
Office furniture and fittings	2,519	(1,802)	717	16	(503)	304	-	(231)	2,032	(1,729)	303
Capital work in progress	185	-	185	208	-	-	1	-	394	-	394
Leased assets	13,532	(7,178)	6,354	-	(186)	131	-	(1,167)	13,346	(8,214)	5,132
Computer Equipment	1,160	(1,143)	17	-	(1,159)	1,145	(1)	(2)	-	-	-
<b>Total</b>	<b>17,894</b>	<b>(10,499)</b>	<b>7,395</b>	<b>306</b>	<b>(1,848)</b>	<b>1,580</b>	<b>-</b>	<b>(1,443)</b>	<b>16,352</b>	<b>(10,362)</b>	<b>5,990</b>

2023 Operating assets	Opening cost 1 Jul 2022	Opening accumulated depreciation 1 Jul 2022	Opening carrying amount 1 Jul 2022	Additions	Disposals/ impairment	Accumulated depreciation on disposal	Transfers	Current year depreciation	Cost 30 Jun 2023	Accumulated depreciation /impairment 30 Jun 2023	Carrying amount 30 Jun 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Plant and machinery	515	(334)	181	-	(77)	2	60	(44)	498	(376)	122
Furniture, fittings and equipment	3,201	(1,827)	1,374	-	(783)	407	101	(382)	2,519	(1,802)	717
Capital work in progress	192	-	192	403	(100)	-	(310)	-	185	-	185
Leased assets	15,570	(6,917)	8,653	-	(2,165)	936	127	(1,197)	13,532	(7,178)	6,354
Computer Equipment	1,138	(1,133)	5	-	-	-	22	(10)	1,160	(1,143)	17
<b>Total</b>	<b>20,616</b>	<b>(10,211)</b>	<b>10,405</b>	<b>403</b>	<b>(3,125)</b>	<b>1,345</b>	<b>-</b>	<b>(1,633)</b>	<b>17,894</b>	<b>(10,499)</b>	<b>7,395</b>

\*Leased assets relate to the fitout costs for GridAKL. There are two buildings that TAUL (as head lessees) are sub leasing (Lysaght and Madden Street). Capital expenditure funded by Auckland Council this reporting period was \$384,000 (2023: \$400,000).

## 11. Intangible assets

### Ngā rawa ōkiko kore

	2024 \$'000	2023 \$'000
<b>Computer software at cost</b>		
Opening balance	11	11
Additions	-	-
Disposals	-	-
<b>Closing balance</b>	<b>11</b>	<b>11</b>
<b>Accumulated amortisation and impairment</b>		
Previous year opening balance	(10)	(10)
Amortisation charge	(1)	-
<b>Closing balance</b>	<b>(11)</b>	<b>(10)</b>
Cost	11	11
Accumulated amortisation and impairment	(11)	(10)
<b>Carrying amount</b>	<b>-</b>	<b>1</b>

Children enjoy activities during the Wooden Boat Festival, held as part of Moana Auckland - New Zealand's Ocean Festival



## 12. Trade and other payables

Ngā tauhokohoko me ngā nama utu

	2024 \$'000	2023 \$'000
<b>CURRENT TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS</b>		
Trade payables	4,549	2,584
Accrued expenses	1,879	5,904
Sundry payables	9,022	4,001
Revenue in advance	577	355
<b>Total current trade and other payables from exchange transactions</b>	<b>16,027</b>	<b>12,844</b>
<b>CURRENT TRADE AND OTHER PAYABLES FROM NON EXCHANGE TRANSACTIONS</b>		
Related party payables	702	3,646
Lease inducement payment	301	303
Revenue in advance	2,676	5,444
Goods and services tax	-	204
<b>Total current trade and other payables from non exchange transactions</b>	<b>3,679</b>	<b>9,597</b>
<b>Total current trade and other payables</b>	<b>19,706</b>	<b>22,441</b>
<b>NON-CURRENT TRADE AND OTHER PAYABLES FROM NON EXCHANGE TRANSACTIONS</b>		
Lease inducement payment	1,155	1,507
<b>Total non-current trade and other payables from non exchange transactions</b>	<b>1,155</b>	<b>1,507</b>
<b>Total trade and other payables</b>	<b>20,861</b>	<b>23,948</b>

Trade and other payables are normally non interest bearing and settled on 30-day terms, therefore the carrying value approximates fair value.



### 13. Employee entitlements

#### Ngā tikanga kaimahi

	2024 \$'000	2023 \$'000
<b>CURRENT</b>		
Annual leave	1,301	1,528
Accrued salaries and wages	430	503
<b>Total current</b>	<b>1,731</b>	<b>2,031</b>
<b>Total employee benefit liabilities</b>	<b>1,731</b>	<b>2,031</b>

## 14. Provisions

### Ngā whakarato

	Staff costs \$'000	Other \$'000	Total \$'000
<b>CURRENT PROVISIONS</b>			
Opening balance 1 July 2022	1,328	475	1,803
Additional provisions and increases to existing provisions	2,165	17	2,182
Amounts used	-	-	-
Reversal of previously recognised provisions	(728)	(3)	(731)
<b>Balance 30 June 2023</b>	<b>2,765</b>	<b>489</b>	<b>3,254</b>
Opening balance 1 July 2023	2,765	489	3,254
Additional provisions and increases to existing provisions	-	-	-
Amounts used	(1,465)	-	(1,465)
Reversal of previously recognised provisions	(1,300)	(489)	(1,789)
<b>Balance 30 June 2024</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Staff costs \$'000	Other \$'000	Total \$'000
<b>NON CURRENT PROVISIONS</b>			
Opening balance 1 July 2022	-	412	412
Reversal of previously recognised provisions	-	(359)	(359)
<b>Balance 30 June 2023</b>	<b>-</b>	<b>53</b>	<b>53</b>
Opening balance 1 July 2023	-	53	53
Reversal of previously recognised provisions	-	(53)	(53)
<b>Balance 30 June 2024</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 15. Deferred tax liability

### Ngā pūnama o ngā tāke tārewa

	Note	Property, Plant & Equipment \$'000	Provisions \$'000	Total \$'000
<b>MOVEMENTS IN DEFERRED TAX</b>				
Movements in deferred tax comprise:				
Opening balance 1 July 2022		2,913	(1,004)	1,909
Credited/(charged) to the statement of comprehensive revenue and expense	7	(843)	(482)	(1,325)
<b>Balance at 30 June 2023</b>		<b>2,070</b>	<b>(1,486)</b>	<b>584</b>
Opening balance 1 July 2023		2,070	(1,486)	584
Credited/(charged) to the statement of comprehensive revenue and expense	7	(394)	741	347
<b>Balance at 30 June 2024</b>		<b>1,676</b>	<b>(745)</b>	<b>931</b>

Auckland Domain lit up for Synthony in February 2024

## 16. Equity

Tūtanga	2024 \$'000	2023 \$'000
<b>TĀTAKI AUCKLAND UNLIMITED LIMITED SUMMARY</b>		
Contributed equity	4,377	4,377
Accumulated surplus / (deficit)	4,768	6,291
Restricted reserves	6,960	6,960
<b>Balance at 30 June</b>	<b>16,105</b>	<b>17,628</b>
<b>TĀTAKI AUCKLAND UNLIMITED LIMITED</b>		
Equity contributed by disestablished councils	3,458	3,458
Equity contributed by disestablished CCOs	919	919
<b>Total</b>	<b>4,377</b>	<b>4,377</b>
<b>SHARE CAPITAL</b>		
Share capital	-	-
<b>CONTRIBUTED EQUITY</b>		
Balance at 1 July	4,377	4,377
<b>Balance 30 June</b>	<b>4,377</b>	<b>4,377</b>
<b>ACCUMULATED SURPLUS / (DEFICIT)</b>		
Balance at 1 July	6,291	5,417
Surplus / (deficit) surplus for the year	(1,523)	7,834
Contribution to restricted reserves	-	(6,960)
<b>Balance at 30 June</b>	<b>4,768</b>	<b>6,291</b>
<b>RESTRICTED RESERVES</b>		
Balance at 1 July	6,960	-
Contribution from accumulated funds	-	6,960
<b>Balance at 30 June</b>	<b>6,960</b>	<b>6,960</b>

### Share Capital

Share capital comprises 1,000 ordinary shares issued (2023: 1,000 ordinary shares issued).

### Contributed equity

Contributed equity represents the amount of net assets arising on amalgamation on 1 December 2020. These contributions originally arose in 2010, in the former ATEED, as a result of the disestablishment of previous Auckland councils and council controlled entities, and establishment of Auckland Council and its newly created council controlled entities.

### Accumulated surplus

Accumulated surplus / (deficit) represents the surpluses and deficits earned by the entity and that have been retained since TAUL's amalgamation on 1 December 2020, plus the current year's surplus and movement. The accumulated surplus / (deficit) is net of any deferred tax adjustments applicable.

### Restricted reserves

TAUL set aside specific amounts of retained surpluses in relation to its Major Events Fund (2023: \$6,500,000) and Destination Partnership Fund (2023: \$460,000). Specially, these funds have been set aside to support future major events in and around Auckland, and to promote Auckland as a destination for travellers. As costs are incurred, they are recognised through profit and loss in the period to which they relate, and the corresponding funds are transferred to retained earnings.



## 17. Reconciliation of net surplus(deficit) after tax to net cash inflow from operating activities

Aromātai kurutete o te tōpūtanga (tarepa) more mō muri i te utu tāke ki ngā moniwhiwhi more i ngā whakahaere hinonga

	Note	2024 \$'000	2024 \$'000
<b>Surplus/(deficit) after tax</b>		<b>(1,523)</b>	<b>7,834</b>
<b>ADD/(LESS) NON CASH ITEMS:</b>			
Depreciation and amortisation expense	10,11	1,443	1,633
Income Tax		347	-
Other losses and (gains)		(35)	(65)
Lease inducement payment		(375)	
Provision		(56)	
<b>ADD/(LESS) MOVEMENTS IN WORKING CAPITAL:</b>			
Trade and other receivables	9	7,185	7,988
Trade and other payables	12	(2,710)	(18,348)
Provisions	14	(3,253)	1,451
Employee benefits	13	(300)	(98)
<b>Net cash inflow/(outflow) from operating activities</b>		<b>723</b>	<b>395</b>



## 18. Commitments and operating leases

### Ngā takohanga me ngā rīhi whakahaere

TAUL is both a Lessor and a Lessee in respect of certain film studio sites. Both Lessor and Lessee contracts are treated as operating leases and accounted for under PBE IPSAS 13 Leases.

#### Operating leases as lessee

TAUL leases property, plant and equipment in the normal course of its business. The majority of these leases have a non cancellable term, varying from 1 to 14 years. The future aggregate minimum lease payments payable under non cancellable operating leases are as follows:

	2024 \$'000	2023 \$'000
<b>MINIMUM OPERATING LEASE PAYMENTS PAYABLE:</b>		
Less than one year	9,517	8,898
Between one and five years	23,111	27,967
More than five years	440	5,875
<b>Total non cancellable operating leases as lessee</b>	<b>33,068</b>	<b>42,740</b>

TAUL subleases property to third parties under operating leases. The leases contain non cancellable periods ranging from 1 month to 12 years.

The future aggregate minimum lease payments to be collected under non cancellable operating leases are as follows:

	2024 \$'000	2023 \$'000
<b>MINIMUM OPERATING LEASE PAYMENTS RECEIVABLES:</b>		
Less than one year	9,159	5,108
Between one and five years	15,809	16,293
More than five years	97	3,997
<b>Total non cancellable operating leases as lessor</b>	<b>25,065</b>	<b>25,398</b>



## 19. Contingencies

### Ngā tikanga tūpono

TAUL does not recognise contingent liabilities and contingent assets in the financial statements due to their uncertainty or the fact that they cannot be reliably measured. Contingent liabilities and assets are assessed continually to ensure that developments are appropriately reflected in the financial notes.

TAUL has no quantifiable contingent assets or contingent liabilities at 30 June 2024.

Disclosures are provided for as follows:

#### **Unquantifiable contingent lease liability**

TAUL inherited a lease obligation with the lease entered into prior to TAUL formation (pre 2011). TAUL is responsible for a share of the remaining lease term if a specific event occurs, however at balance date this was confirmed as unlikely. Potential liability is unquantifiable and uncertain, and unlikely.

TAUL has no other contingent assets or liabilities as at 30 June 2024.

## 20. Related party transactions

### Ngā kurutete a te hunga hāngai

Auckland Council is the ultimate parent of TAUL as outlined in Note 1. Auckland Council has other CCOs that TAUL also transacted with during the period including Auckland Transport, Watercare, and Eke Panuku Development Auckland, as well as in its capacity of Trustee of Tātaki Auckland Unlimited Trust.

Related parties include key management personnel, the Directors of the Board and their close family members and entities controlled by them. Key management personnel are the Chief Executive and executive leadership team. Close family members are spouses or domestic parties, children, dependents.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on the terms and condition no more or less favourable than those that it is reasonable to expect TAUL would have adopted in dealing with the party at arm's length in the same circumstances.

Related party disclosures have also not been made for transactions with entities within the council group (such as funding and financing flows), where the transactions are consistent with the normal operating relationships between the entities and are on normal terms and conditions for such group transactions.

All related party transactions have been at an arm's length.



## 21. Remuneration

### Te whiwhi pūtea

	2024 \$'000	2023 \$'000
<b>KEY MANAGEMENT REMUNERATION</b>		
Director Fees	389	389
Senior management salaries and other short term benefits	2,871	2,955
<b>Total key management remuneration</b>	<b>3,260</b>	<b>3,344</b>

	2024	2023
<b>SENIOR MANAGEMENT TEAM INCLUDING CHIEF EXECUTIVE</b>		
Full time equivalent members	8	8
Remuneration (\$'000)	2,871	2,955

A management fee has been charged to Tātaki Auckland Unlimited Trust to reflect the share of costs relating Tātaki Auckland Unlimited Limited's executive leadership team. Management fee for 2024 of \$1,374,000 (2023:\$1,544,000).

	2024 Number of employees	2023 Number of employees
<b>THE NUMBER OF EMPLOYEES RECEIVING TOTAL REMUNERATION PAYMENTS IN EXCESS OF \$100,000</b>		
\$100,000 - \$109,999	16	20
\$110,000 - \$119,999	13	16
\$120,000 - \$129,999	9	15
\$130,000 - \$139,999	11	12
\$140,000 - \$149,999	10	10
\$150,000 - \$159,999	10	9
\$160,000 - \$169,999	6	6
\$170,000 - \$179,999	5	4
\$180,000 - \$189,999	6	4
\$190,000 - \$199,999	3	4
\$200,000 - \$209,999	2	3
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	1	0
\$250,000 - \$259,999	0	1
\$280,000 - \$289,999	1	0
\$290,000 - \$299,999	0	3
\$300,000 - \$309,999	2	0
\$310,000 - \$319,999	1	0
\$320,000 - \$329,999	0	2
\$330,000 - \$339,999	2	0
\$450,000 - \$459,999	0	1
\$500,000 - \$509,999	1	0
\$520,000 - \$529,999	1	1

### \*Payments to employees for the year ended 30 June

The table on the previous page shows the number of employees, and former employees, who were paid remuneration (including KiwiSaver employer contributions) of \$100,000 or more during the year. As required by the Companies Act 1993, this table recognises remuneration only when it is paid to the employee. These amounts are not annualised: if an employee started part way through the year, the amount they earned in the period they were employed is included, not their full salary. It also does not take into account leave accruals.

2023 comparatives are re-stated to reflect the requirements of the Companies Act 1993 and include former employees not previously reported.

	2024 \$'000	2023 \$'000
<b>DIRECTORS' REMUNERATION BY DIRECTOR</b>		
Victoria Salmon (Chair appointment 1 April 2023)	82	21
Jennah Wootten (Deputy Chair)	52	72
Carol Cheng	47	47
Fabian Partigiani (retired 31 Oct 2022)	-	16
Daniel Walker	41	41
Jennifer Rolfe	41	47
Alastair Carruthers	47	42
Hinurewa te Hau	38	41
Graeme Stephens (appointment 1 Nov 2022)	41	28
Mark Franklin (ceased 14 Nov 2022)	-	34
<b>Total directors' remuneration</b>	<b>389</b>	<b>389</b>

Directors' fees are accounted in their entirety in Tātaki Auckland Unlimited Limited, and a trustee fee has been charged to Tātaki Auckland Unlimited Trust to reflect the Trust's share of costs relating to the Tātaki Auckland Unlimited Directors. Trustee fee 2024: \$211,664 (2023: \$221,528).

## 22. Subsequent events occurring after the balance date

### Ngā tūāhuatanga whai muri i te rā tapeke

There were no significant events occurring after the balance date.

## 23. Financial risk management

### Ngā whakahaere tūraru ahumoni

TAUL's financial assets comprise cash and cash equivalents, trade and other receivables and have been categorised as loans and receivables.

Financial liabilities are trade and other payables, borrowing, and finance leases.

	Note	2024 \$'000	2023 \$'000
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents		728	5
Trade and other receivables	9	32,910	40,073
<b>Total financial assets</b>		<b>33,638</b>	<b>40,078</b>
<b>FINANCIAL LIABILITIES</b>			
Trade and other payables	12	20,861	(23,924)
<b>Total financial liabilities</b>		<b>20,861</b>	<b>(23,924)</b>
<b>Net financial assets (liabilities)</b>		<b>12,777</b>	<b>16,154</b>

Financial assets are non derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables are recognised initially at fair value plus transaction costs, and subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in the surplus or deficit. Financial liabilities are initially recorded at fair value plus directly attributable transaction costs and are subsequently measured at amortised cost using the effective interest method.

#### Financial instrument risk

TAUL's activities expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. Management has a series of policies to manage the risks associated with the financial instruments and seeks to minimise the exposure on those instruments. TAUL is risk averse and manages its exposure to key financial risks by applying policies that do not allow it to enter any transactions which are speculative in nature.

#### Classification and measurement of financial instruments

TAUL classifies its financial instruments in the following categories:

at fair value through surplus or deficit (FVTSD)

at fair value through other comprehensive revenue and expenditure (FVTOCRE)

Global tennis superstar Coco Gauff loved her time in Auckland and won the 2024 ASB Classic



## 24. Capital management

### Ngā whakahaere ā pūtea

TAUL's equity comprises contributed equity and accumulated funds. Equity is represented by total assets less total liabilities. The Local Government Act 2002 requires TAUL to manage its revenues, expenses, assets, liabilities and general financial dealings prudently to meet its long term objective of remaining a going concern, and in a way that promotes the current and future interests of the community. Equity is largely managed as a by product of managing revenues, expenses, assets, liabilities and general financial dealings.



## 25. Explanation of major variances against budget

Ngā rerekētanga i te mahere pūtea me te tauākī whakamaunga atu (SOI)

	Variance 2024 \$'000
<b>Budgeted net loss from continuing operations before tax</b>	<b>(2,997)</b>
<b>Revenue explanations</b>	
Additional grants and funding achieved	6,503
Lower operational funding received from Auckland Council	(5,399)
Additional rental, licence and membership revenue	1,537
Additional other rental achieved	1,626
Additional interest	12
<b>Total operating revenue explanations</b>	<b>4,279</b>
<b>Expenditure explanations</b>	
Personnel costs savings	2,059
Depreciation costs not incurred	1,553
Additional grant, contribution and sponsorship costs incurred	(1,985)
Additional property and utility costs incurred	(1,127)
Other operating expenses	(2,958)
<b>Total operating expenditure explanations</b>	<b>(2,458)</b>
<b>Actual deficit from continuing operations before tax</b>	<b>(1,176)</b>

### Statement of Financial Position:

Trade and other receivables were \$5.6m lower than the budget reflecting the timing difference of funding from Auckland Council.

Property, plant and equipment was \$1.3m higher than the budget reflecting the timing difference of asset capitalisations.

Trade and other payables are \$3.0m lower than the budget reflecting lower than anticipated accruals on major events and the timing difference of funding to Auckland Council.

Accumulated surplus was \$1.5m higher than budget reflecting a lower operating deficit as per explanations provided above.

### Statement of cash flows:

Receipts from council, customer and other services were \$4.2m higher than the budget reflecting additional operating revenue as per explanations provided above.

Payment to suppliers and employees were \$3.1m higher than the budget reflecting additional operating expenditure as per explanations provided above.

The budget figures were prepared using accounting policies consistent with those adopted by TAUL in preparing these financial statements.

The budget is derived from the SOI.

Budget figures – Those figures are approved in the Tātaki Auckland Unlimited Statement of Intent for 2023 - 2026, which is published on the Tātaki Auckland Unlimited website at:

<https://aucklandunlimited.com/what-we-do/statement-of-intent>

## Independent Auditor's Report

### To the readers of Tataki Auckland Unlimited Limited's financial statements and performance information for the year ended 30 June 2024

The Auditor-General is the auditor of Tataki Auckland Unlimited Limited (the Company). The Auditor-General has appointed me, René van Zyl, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements and performance information of the Company on his behalf.

#### Opinion

We have audited:

- the financial statements of the Company on pages 26 to 55, that comprise the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Company on pages 8 to 10, and pages 22 to 25.

In our opinion:

- the financial statements of the Company:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2024; and
    - its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the performance information of the Company presents fairly, in all material respects, the Company's actual performance compared against the performance targets and other measures by which performance was judged in relation to the Company's objectives for the year ended 30 June 2024.

Our audit was completed on 27 August 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.



## **Basis for our opinion**

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Responsibilities of the Board of Directors for the financial statements and the performance information**

The Board of Directors is responsible on behalf of the Company for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand. The Board of Directors is also responsible for preparing the performance information for the Company.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the Company for assessing the Company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Board of Directors intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Local Government Act 2002.

## **Responsibilities of the auditor for the audit of the financial statements and the performance information**

Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of these financial statements and the performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Company's statement of intent.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We evaluate the appropriateness of the reported performance information within the Company's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

## Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included on pages 1 to 7 and pages 11 to 21 but does not include the financial statements and the performance information, and our auditor's report thereon.

Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Independence

We are independent of the Company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

Other than the audit, we have no relationship with, or interests in, the Company.



René van Zyl  
Audit New Zealand  
On behalf of the Auditor-General  
Auckland, New Zealand



[aucklandunlimited.com](http://aucklandunlimited.com)

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