

STATEMENT OF INTENT

REGIONAL FACILITIES AUCKLAND

1 JULY 2017 TO 30 JUNE 2020

REGIONAL FACILITIES AUCKLAND

OUR PURPOSE

Enriching life in Auckland by engaging people in the arts, environment, sports and events.

OUR AMBITION

To be the organisation that enhances Auckland's reputation for the depth, quality, and diversity of experiences it offers in art, live entertainment, the natural environment, sport and events.

OUR APPROACH

To achieve our ambition, our divisions will work individually and collectively to generate and deliver exceptional programming, experiences and facilities.

E mihi ana ki te rangi, e mihi ana ki te whenua, e mihi hoki ana ki a koutou ngā kaitiaki o Tāmaki Makaurau

Tēnā koutou katoa

CONTENTS

INTRODUCTION	2
1. PURPOSE OF STATEMENT OF INTENT	4
2. ABOUT RFA	4
3. RFA'S CONTRIBUTION TO THE AUCKLAND PLAN	8
4. RFA'S STRATEGIC OBJECTIVES	10
5. THREE-YEAR WORKPLAN TO DELIVER ON STRATEGIC DIRECTION	11
6. PERFORMANCE OUTLOOK	14
7. SUMMARY OF FINANCIALS	16
8. APPROACH TO GOVERNANCE	18
APPENDIX A – DETAILED CAPITAL EXPENDITURE	20

INTRODUCTION

Regional Facilities Auckland (RFA) presents exciting, engaging, and accessible experiences to those who live in and visit our city. Our innovative and imaginative programming and events delight people – every single day – and our collections and venues are some of the best in New Zealand.

RFA is a council controlled organisation charged with delivering innovative event programming and high quality venues and facilities. RFA advances the social and cultural wellbeing of Aucklanders and contributes to the economic growth of the city.

Supporting this is our strategic plan which is focused on enriching life in Auckland by engaging people in the arts, environment, sports and events.

Our landmark venues and collections, our programmes and our events, supported by our people enable us to continue to enhance Auckland's reputation for the depth, quality and diversity of the experiences we offer in art, live entertainment, the natural environment, sports and events.

This Statement of Intent represents the objectives, nature, and scope of activities undertaken and the performance metrics by which we are measured.

Our strategic plan identifies a number of key strategic priorities as we continue our organisational development from our formative years in transition to transformation of RFA. Our key strategic priorities will enable us to continue to address the key challenges facing our business, grow our commercial revenue base and minimize our impact on ratepayer funding, while delivering public good and value for money to the Auckland community. The key challenges facing our business are:

1. Auckland growth
 - Increasing population
 - Population diversification
 - Increased demands on infrastructure
 - Increased funding pressures
2. Aging infrastructure
 - Increasing costs to operate
 - Poor asset and network performance
 - Compromised customer experiences
3. Increased competition
 - Significant investment in new assets and services in Australasia
 - Increasing competition for events

In addition to these challenges, RFA has had to absorb \$7.9m of efficiency savings since 2012. RFA has a largely commercial business model. Until now, these reductions have not impacted service levels, however they may now have a counterproductive impact on revenue generation and the delivery of public good outcomes. For the first time, this Statement of Intent includes provision for service level reductions in the operations of Auckland Art Gallery and Auckland Live, and may also impact service levels at Auckland Stadiums and Auckland Zoo. RFA will continue to work with Council, particularly through the Long-term Plan process, to ensure there is clarity about a sustainable level of funding in the future, to deliver the agreed service levels. RFA has three strategic priorities for 2017-2020:

ENHANCE CUSTOMER EXPERIENCES

With over four million customers, visitors and fans to our venues every year, our customer experience and digital strategy is focused on delivering a better customer experience at all touchpoints of the customer journey.

OPTIMISE SECTOR NETWORKS

Continuing to identify and leverage the strengths in the sector portfolios within which we work, will allow us to deliver greater opportunities for our customers and better returns and efficiencies for RFA.

INVEST IN OUR VENUES AND SERVICES

RFA is the trusted steward of \$1.3 billion of assets. Our transformational priorities focus on the development of Auckland Zoo, Auckland Stadiums and the Aotea Centre, creating venues that will be representative of a great global city and underpin future opportunities to advance our community's social and cultural wellbeing and further contribute to Auckland's economic growth.

BOARD GOVERNANCE

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

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

We have a values-based culture that is focused on the delivery of public good and value for money for the Auckland community.

Through RFA's regional and collaborative approach, we will deliver on the commitments contained within this Statement of Intent.



Sir Don McKinnon
Chair



Chris Brooks
Chief Executive

1. PURPOSE OF STATEMENT OF INTENT

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Regional Facilities Auckland Limited (RFAL) and Regional Facilities Auckland (RFA) for the next three years, and the objectives to which these activities will contribute.

This SOI includes information on key deliverables, financial information, and performance measures and targets to enable organisational accountability and transparency.

2. ABOUT RFA

Regional Facilities Auckland Limited's primary activity is to act as a corporate trustee for Regional Facilities Auckland, a charitable trust and one of six substantive Auckland Council Controlled Organisations.

RFA supports Auckland Council's vision for Auckland as a vibrant, dynamic international city by providing a regional approach to running and developing Auckland's arts, culture and heritage, natural environment, leisure, sports and entertainment sectors.

RFA's role includes:

- advancing the social and cultural well-being of Aucklanders
- contributing to the growth of the Auckland economy
- being trusted stewards of our venues and collections

RFA does this by:

- assisting Auckland Council in the delivery of the Auckland Plan and its Development Strategy with the equitable provision of cultural, heritage and lifestyle opportunities in the everyday lives of Auckland's residents and visitors. This is facilitated through RFA's management of assets and the funding decisions made by RFA to support cultural and social activities.
- taking a regional perspective to the provision of social and community infrastructure
- recognising Government as a strategic partner and aligning with policy and funding for arts, culture, heritage and cultural institutions that is targeted at the regional level.
- promoting Auckland's Maori identity as Auckland's point of difference in the world and lifting Maori social and economic well-being by developing new economic opportunities with Maori business interests.

RFA works with sector stakeholders to realise synergies and reduce overall costs to provide value for money to Aucklanders.

SCOPE OF ACTIVITIES

RFA delivers vibrant, creative, exciting and innovative experiences in art, live performance, the natural environment, sport and events from \$1.3 billion of Auckland's major facilities, landmark venues, collections and assets.

The regional facilities owned and/or managed by RFA are:

- ANZ Viaduct Events Centre (building owner only)
- Aotea Centre
- Auckland Art Gallery
- Auckland Zoo
- Bruce Mason Centre (unit titles) and Killarney Street car park
- Mt Smart Stadium (building owner only)
- QBE North Harbour Stadium
- Queens Wharf (managed only)
- The Civic
- Western Springs Stadium
- MOTAT (land owner only)
- The Trusts Arena (land owner only).

RFA is responsible for the sales and delivery of events across these activities as well as ensuring these venues are fit-for-purpose through the delivery of essential capital renewals programmes.

RFA holds the contractual interests in Vector Arena and the management rights for Auckland Town Hall and Aotea Square. At the time of writing, RFA was in the process of transitioning the management rights for Shed 10 and the Cloud from Panuku Development Auckland.

RFA also advises Auckland Council on levy setting and governance for:

- MOTAT
- Auckland War Memorial Museum

and provides operational and/or capital funding for:

- Trusts Arena
- Vodafone Events Centre
- North Shore Events Centre
- Stardome Observatory and Planetarium
- New Zealand Maritime Museum.

While these entities do not have a direct operational connection to RFA, they may choose to collaborate with RFA for mutual benefit.

WHAT DO WE DO

RFA has five operational divisions supported by Auckland Council and RFA shared services, which includes finance, property, risk and assurance, information and communications technology, legal services, and asset management.

The external revenue generated by the operational divisions funds approximately two-thirds of the cost of delivering the products and services that enable RFA to achieve the organisational objectives agreed with Auckland Council.

AUCKLAND LIVE

Auckland Live seeks to create a vibrant city where Aucklanders and visitors alike have the opportunity to experience an exciting range of live arts and entertainment.

Auckland Live:

- is a world-class arts and entertainment organisation
- is an industry leader – recognised as a creative hub and catalyst for new ideas
- contributes to a vibrant city where Aucklanders can choose from an exciting range of arts and entertainment options
- energises the Aotea arts quarter with events and activities
- grows Auckland's international reputation as a viable market and attracts the big shows to the city.
- is a centre for performing arts development, education, enrichment and high performance professional training.

AUCKLAND CONVENTIONS

Auckland Conventions offers New Zealand's largest portfolio of unique and versatile venues for a wide range of events from large-scale exhibitions and conventions to business meetings and corporate functions.

Auckland Conventions:

- hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable RFA venues
- provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.
- grows Auckland's international reputation as a viable market and attracts international conventions to the city.

AUCKLAND STADIUMS

Auckland Stadiums champions an integrated approach to developing the region's stadiums network to enable greater financial sustainability and fit for purpose stadiums facilities across the Auckland region.

Auckland Stadiums:

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

AUCKLAND ZOO

Auckland Zoo is a leading centre for wildlife conservation with New Zealand's largest collection of native and exotic species. The Zoo is in a unique position to bring people together to keep wildlife safe from future extinction.

Auckland Zoo:

- provides exemplary care for wildlife
- inspires our community to value wildlife
- directs efforts and resources to conserve wildlife in the wild
- ensures all resources are managed efficiently, effectively and sustainably for these purposes.

AUCKLAND ART GALLERY TOI O TĀMAKI

Auckland Art Gallery was established in 1888. The gallery holds New Zealand's most extensive collection of national and international art. Through the presentation of exhibitions, public programmes and thought leadership, the Gallery aims to be a catalyst for creative practice and ideas.

Auckland Art Gallery:

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

Under the terms of RFA's deed of trust, the regional focus of the trust does not preclude RFA from carrying out activities outside of Auckland, or that might benefit any area outside of Auckland, if those activities advance the purposes of RFA. To this end, RFA forms partnerships and relationships with other government, community, business and industry organisations in New Zealand and overseas that support the achievement of RFA's objectives.

3. RFA'S CONTRIBUTION TO THE AUCKLAND PLAN

The Auckland Plan is the roadmap to deliver on Auckland's vision to be the most liveable city. This is a thirty-year plan that is underpinned by a set of outcomes and transformational shifts to achieve this vision.

AUCKLAND'S VISION						
THE WORLD'S MOST LIVEABLE CITY						
OUTCOMES: WHAT THE VISION MEANS IN 2040						
A fair, safe and healthy Auckland	A green Auckland	An Auckland of prosperity and opportunity	A well connected and accessible Auckland	A beautiful Auckland that is loved by its people	A culturally rich and creative Auckland	A Maori identity that is Auckland's difference to the rest of the world
TRANSFORMATIONAL SHIFTS TO ACHIEVE THE OUTCOME						
Dramatically accelerate the prospects of Auckland's children and young people	Strongly commit to environmental action and green growth	Move to outstanding public transport within one network	Radically improve the quality of urban living	Substantially raise living standards for all Aucklanders and focus on those most in need	Significantly lift Maori social and economic well-being	

Regional Facilities Auckland plays a critical role in delivering on this vision through both primary and secondary contributions. This is outlined in the table below:

AUCKLAND PLAN	DEGREE OF CONTRIBUTION	HOW RFA CONTRIBUTES
Children & young people	Primary	RFA acts as a regional voice for arts, leisure, sports and entertainment events and activities. Our stadiums are available and are used by community organisations including school athletics and other sporting clubs for organised and social sport. Auckland Zoo, Auckland Art Gallery and Auckland Live all provide a range of educational and free programming events to the public and youth of Auckland.
Environmental action & green growth	Secondary	Auckland Zoo contributes to local and international breeding, conservation and educational programmes to build understanding of wildlife and conservation. Establishment of partnerships (academic and NGO) to develop conservation training initiatives for Rotoroa Island. RFA's businesses are committed to minimising the use of water, electricity and associated waste across our venues.
Outstanding public transport	Secondary	RFA recognises the importance of accessibility to its venues, including by public transport. Where development of venues is planned, transport interfaces are a priority. When major events are staged at RFA venues, our management works with Auckland Transport to ensure that efficient transport options are available to patrons, often as part of their ticketing. RFA is also planning for the impact of the City Rail Link on its CBD venues.

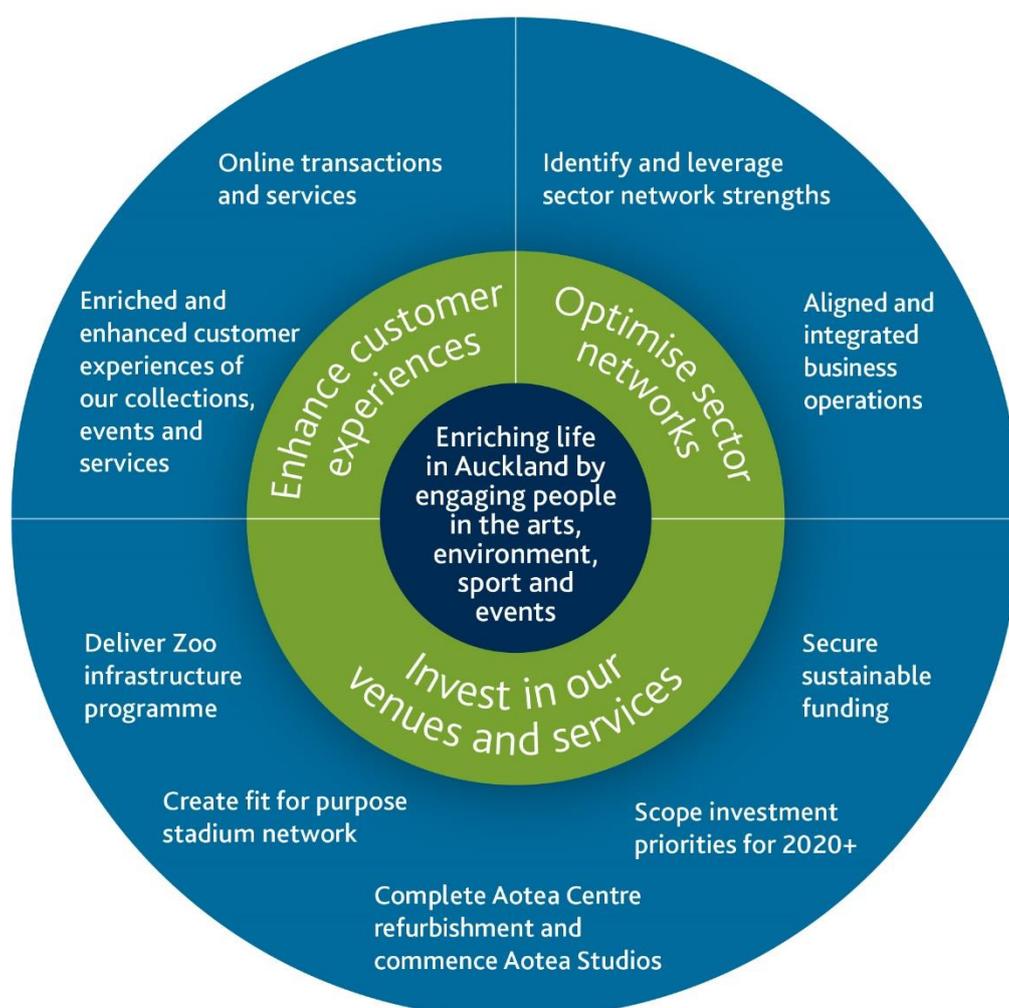
AUCKLAND PLAN	DEGREE OF CONTRIBUTION	HOW RFA CONTRIBUTES
Quality urban living	Primary	Developing with a regional perspective a range of fit-for-purpose arts, culture and heritage, leisure, sport, entertainment and events venues that are attractive and readily accessible to the residents and businesses of the region and its visitors.
Raised living standards	Secondary	RFA regards its contribution as improvement to quality of life, It aims to grow the market for facilities through an events strategy developed in partnership with Auckland Tourism, Events and Economic Development (ATEED) and Auckland Council. We advocate, coordinate and lead strategic thinking for investing in new collections and arts, culture, heritage, sports and entertainment facilities for Auckland.
Maori social and economic well-being	Secondary	RFA has implemented a Maori engagement strategy, which aligns with the Auckland Council Group Maori Responsiveness Framework. This strategy aims to enhance existing relationships with iwi and enter into business relationships in order to create meaningful engagements. This may create employment, and be either cost neutral or generate a profit, which positively increasing the visibility of iwi and enhancing the RFA brand. The increased visibility of iwi in terms of a business, tourism and reputational perspective is consistent with the focus of Independent Maori Statutory Board. RFA remains committed to continuing to develop programmes to support Maori visibility at regional facilities, support Maori business to engage with RFA and support Maori cultural expression.

Degree of contribution: Primary / Secondary / Not applicable

4. RFA'S STRATEGIC OBJECTIVES

RFA has three strategic priorities for 2017-2020 that address the challenges facing our business and support our journey from transition to transformation.

These strategic priorities will ensure RFA meets its objectives and delivers public good outcomes and value for money for the Auckland community.



5. THREE-YEAR WORKPLAN TO DELIVER ON STRATEGIC DIRECTION

STRATEGIC PRIORITY	DESCRIPTION
OPTIMISE SECTOR NETWORKS	<p>RFA will lead and influence the development of sector portfolios that deliver value to Aucklanders.</p> <p>CULTURAL HERITAGE REVIEW</p> <p>RFA will continue to work with Auckland Council and other cultural heritage sector stakeholders (including MOTAT, Stardome Observatory and Planetarium and Auckland War Memorial Museum) to move driving greater transparency and value for money for ratepayers.</p> <p>COLLABORATION ACROSS THE COUNCIL GROUP</p> <p>RFA works with ATEED and Auckland Council to develop and deliver significant events for the region and where possible reduce ratepayer funded events and venues competing with each other.</p> <p>LOCAL PLACE MAKING AND URBAN REGENERATION</p> <p>RFA's purpose is to advance the social and cultural wellbeing of Aucklanders. We do this by engaging people in the arts, environment, sports and events. Our transformational projects will ensure our venues, facilities and programmes are attractive locations and precincts with high amenity value for our communities.</p> <p>RFA works with Panuku Development Auckland in the Transform and Unlock areas, including Takapuna, Manukau and the central city.</p>
INVEST IN OUR VENUES AND SERVICES	<p>In addition to the delivery of essential renewals work to ensure RFA venues are fit-for-purpose for hirers and the Auckland community, there are three capital priority areas for 2017-2020:</p> <p>AUCKLAND STADIUMS</p> <p>Strategic investment into Auckland Stadiums by exploring opportunities to increase utilisation and financial sustainability through strategic investment into Western Springs, QBE North Harbour Stadium and Mt Smart Stadiums.</p> <p>AOTEA CENTRE</p> <p>Renewal of the exterior and interior of the Aotea Centre commencing in February 2018 to February 2019 to address weather tightness issues and improve patron experience.</p> <p>AUCKLAND ZOO</p> <p>Invest in Auckland Zoo's aging infrastructure to cater for increasing international standards of animal care, health and safety and improved visitor experiences.</p> <p>SECURE SUSTAINABLE FUNDING</p> <p>We will be seeking the opportunity to right-size our operational funding restraints as part of the Long Term Plan process for 2018-2028 to enable a more financially sustainable business model.</p>
ENHANCE CUSTOMER EXPERIENCES	<p>RFA will increase the depth, breadth and quality of the participant and engagement of our customers and clients. Our strategic priorities for 2017/2018 are:</p> <p>ENRICHED AND ENHANCED CUSTOMER EXPERIENCES</p> <p>RFA will deliver enhanced and enriched customer experiences of our collections, events and services.</p> <p>ONLINE TRANSACTIONS AND SERVICES</p> <p>RFA will make it easy for customers and clients to engage with us by investing in online services that digitise transactions, services and processes.</p>

EFFICIENCY PROGRAMMES

Auckland Council has set efficiency targets for the triennium for the Council group to drive down business costs. RFA will take a three-pronged approach:

MAXIMISE EXTERNAL REVENUE

RFA will continue to identify, develop and implement opportunities for increasing external revenue to minimize the cost to ratepayers of delivering activities that enhance Auckland's cultural capital.

This includes:

- Exploring other revenue opportunities through closer collaboration across the sectors we operate in, partnering with private sector businesses, and leveraging Council Group initiatives
- Enriching events programming and driving revenue growth through pursuing investment opportunities
- Working with various sectors and our business partners to develop philanthropic and sponsorship activities
- Enhancing the customer experience by gaining further customer market intelligence and market insight to connect to new audiences
- Strategic capital investment in existing facilities, and
- Growing the depth and breadth of our revenue base.

STRATEGIC PROCUREMENT

Initiatives across RFA's business divisions and with Auckland Council Group (where appropriate)

REDUCE OVERHEADS

Initiatives to reduce overheads in non-operating areas while remaining compliant with legislative and shareholder requirements. These will also be in areas which will not have a counterproductive impact on the generation of revenue.

SUSTAINABILITY

RFA is uniquely positioned to showcase sustainability leadership to a large and diverse group of Aucklanders.

RFA has had a strong record of leading sustainability initiatives on its sites, in particular Auckland Zoo and Auckland Stadiums and incorporating more sustainable operations through its renewals programme.

In 2016, RFA commenced a strategic initiative to build on the successes in its divisions by developing an organisation-wide sustainability position.

RFA will require a commitment from Auckland Council to ensure that renewals include adequate investment in sustainable operating environments that further the Council group's sustainability objectives.

CONTRIBUTIONS TO MĀORI OUTCOMES

RFA's Māori Engagement Strategy was developed and implemented in 2011 and aims to enhance existing relationships with iwi and enter into business relationships in order to create meaningful engagement. This may create employment, and be either cost neutral or generate a profit, while positively increasing the visibility of iwi and enhancing the RFA brands.

The increased visibility of iwi in terms of a business, tourism and reputational perspective is consistent with the focus of the Independent Māori Statutory Board and Council's Te Toa Takitini approach.

RFA is committed to continuing to develop programmes and initiatives to support Maori visibility at regional facilities, support Maori businesses to engage with RFA, and support tikanga Maori cultural expression. These include Auckland Zoo's Maori science programme, Auckland Art Gallery's Maori Advisory Group, and Auckland Live's collaborations and co-presentations with Maori writers, producers and performers.

As part of RFA's overall renewals and capital works programme, bi-lingual signage and incorporation of Maori identity and Te Aranga design principals are being incorporated where appropriate in accordance with Auckland Council's Te Reo Maori Framework.

In 2016, RFA commenced a significant internal initiative to build on our existing organisational capability in Te Reo and tikanga and to ensure that biculturalism is reflected in our everyday work practices.

These and other initiatives form part of RFA's operations rather than specific and discrete projects, and align with the goals of RFA's approved Maori Engagement Framework.

In 2017/18 RFA will review its Maori Engagement Strategy to ensure it is continuing to support RFA's contributions to Maori outcomes. This will include determining appropriate performance metrics to measure the impact of RFA's contribution to Maori outcomes.

AUCKLAND COUNCIL BRANDING

RFA will ensure that Council Group branding is used appropriately at its venues and facilities to build Aucklanders' understanding of the value of Auckland Council's rates funding.

LOCAL BOARDS

RFA will continue to work on its already strong engagement and partnership with local boards, and we will participate in the development of local board plans where appropriate and as requested.

6. PERFORMANCE OUTLOOK

RFA has an agreed set of performance measures and targets which form the basis for accountability to delivering our key strategic objectives and priorities. These will be reported on quarterly in accordance with the CCO Governance Manual and will align to the measures agreed as part of the Long-term Plan 2015-2025 and Annual Plan 2017/18.

RFA will continue to work internally and with Council on the development of meaningful performance metrics that measure RFA's impact. This development will continue through this year so that measures and targets are aligned with the refreshed Auckland Plan and the Long Term Plan 2018 – 28.

SERVICE LEVEL STATEMENT	MEASURE	2015/16 ACTUAL	2016/17 ANNUAL PLAN	2017/18	2018/19 DRAFT	2019/20 DRAFT
Advancing the social and cultural wellbeing of Aucklanders	Number of publicly available performing arts performances programmed by Auckland Live Venues include: Aotea Centre, Auckland Town Hall, The Civic, Aotea Square, Bruce Mason Centre	1,264	825	825 [1]	830 [1]	835 [1]
	Visitor satisfaction with experiences at Auckland Live events	89%	90%	90% [1]	90% [1]	90% [1]
	Percentage of patrons who believe Auckland Live provides them with a rich choice of arts and entertainment options	67%	76%	76%	+1%	+1%
	Number of commercial event days at stadiums [2] Venues include: Mt Smart Stadium, QBE North Harbour Stadium, Western Springs Stadium	478	443	443	444	444
	Number of community event days at stadiums [3]	675	645	645 [1]	645 [1]	645 [1]
	Visitor satisfaction with experiences at Auckland Stadium venues	82%	88%	82% [4]	82% [4]	82% [4]
	Total number of visitors to Auckland Zoo	703,237	720,000	731,500	731,500	770,000
	Total number of visitors to Auckland Art Gallery	446,639	450,000	450,000 [5]	450,000 [5]	450,000 [5]
	Total number of visitors to Auckland Zoo and Auckland Art Gallery	1,149,876	1,170,000	1,181,500 [5]	1,181,500 [5]	1,220,000 [5]
	Visitor satisfaction with experiences at Auckland Zoo	91%	90%	90% [4]	90% [4]	90% [4]
	Visitor satisfaction with experiences at Auckland Art Gallery	90%	90%	90% [5]	90% [5]	90% [5]

SERVICE LEVEL STATEMENT	MEASURE	2015/16 ACTUAL	2016/17 ANNUAL PLAN	2017/18	2018/19 DRAFT	2019/20 DRAFT
	Visitor satisfaction with the experiences at Auckland Zoo and Auckland Art Gallery	91%	90%	90% [5]	90% [5]	90% [5]
	Number of Maori programmes annually at Auckland Art Gallery	12	10	10 [5]	10 [5]	10 [5]
	Percentage of visitors reporting an enhanced appreciation of wildlife	81%	80%	80%	80%	80%
Trusted stewards of our assets	Visitor satisfaction on the condition of our facilities	85%	90%	85% [4]	85% [4]	85% [4]
Contributing to the growth of the Auckland region	Percentage of operating costs met through external revenue (excluding Council funding and depreciation)	62%	61%	61%	62%	63%

[1] Event days targets set out in this table are from the LTP 2015-2025. RFA forecasts reduced performance against these targets due to two factors:

- Impact on the potential availability of venues undergoing significant renewals works during this period
- Impact of compounding Auckland Council Group efficiency savings targets on the number of free and low cost events available.

[2] A commercial event day is either a public ticketed event, or a non-ticketed event organised by profit focused entities such as sport franchises, national/provincial sports organisations and or a major concert.

[3] Examples are free access to sporting clubs, school athletics events, training sessions etc.

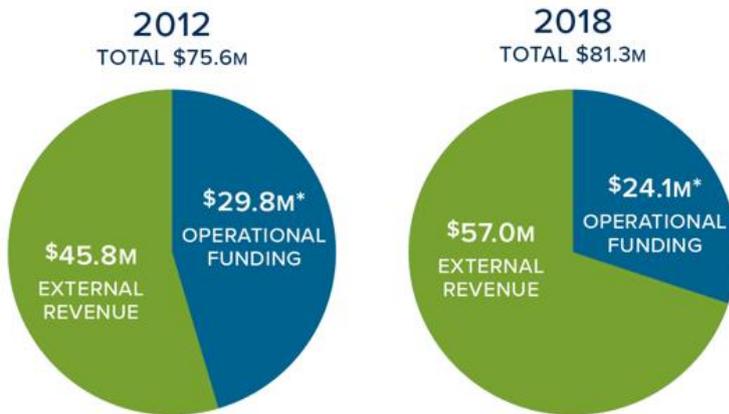
[4] Satisfaction targets reduces for next few years due to current state of the assets, which is being addressed by major renewals works during this 3-year period

[5] Satisfaction targets and levels of service set out in this table are from the LTP 2015-2025. RFA forecasts reduced performance against these targets due to the impact of compounding Auckland Council Group efficiency savings targets.

Note: Measures related to major event activity may be subject to some volatility due to the type and size of major events held from year to year.

7. SUMMARY OF FINANCIALS

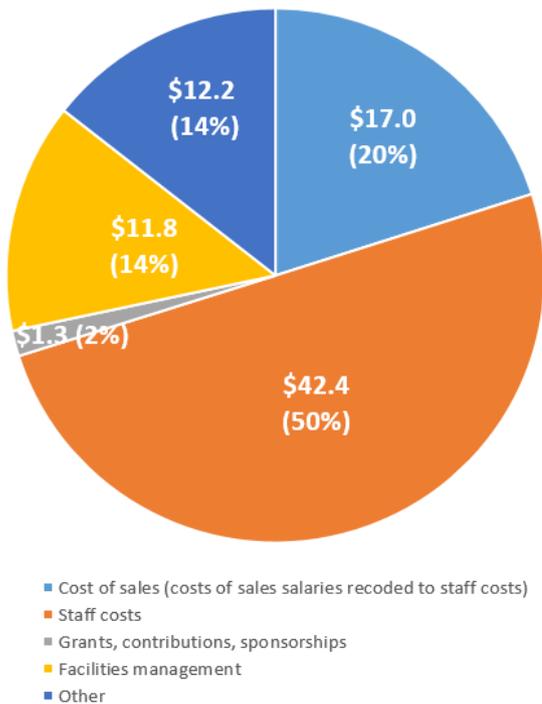
HOW WE FUND OUR OPERATIONS



* Excludes Master Services Agreement (2012: \$6.0m, 2018: \$0.7m) and animal acquisitions

RFA operates a commercial business model. From a total budgeted revenue of \$81.3m in 2017/2018, external revenue earned from commercial activities (including admissions charges, venue hire and event-related services, food and beverage, commissions and exclusivity fees, sponsorship, and property rental) amounts to 70% of our income, with the balance coming from Auckland Council operational grant.

OUR COST DRIVERS



RFA's commercial business model is further reflected in our expenditure drivers.

The following summary of financials supports the delivery of RFA's strategic objectives and performance targets.

The financial information provided in this Statement of Intent for 2018-2020 has been adjusted for CPI. These will be updated each year to reflect the cyclical and volatile nature of RFA's external revenue to balance to the operational funding received from Auckland Council.

OPERATING EXPENDITURE

Operating budgets (\$million)	Budget	Annual Plan	Projection	Projection
	2016/17	2017/18	2018/19	2019/20
Revenue	53.5	57.0	58.0	57.8
Fees and charges:	45.9	46.6	47.4	47.0
<i>Art Gallery</i>	<i>0.8</i>	<i>1.8</i>	<i>1.8</i>	<i>1.8</i>
<i>Zoo</i>	<i>11.6</i>	<i>11.1</i>	<i>11.3</i>	<i>11.9</i>
<i>Conventions</i>	<i>11.3</i>	<i>10.8</i>	<i>11.0</i>	<i>9.4</i>
<i>Auckland Live</i>	<i>12.2</i>	<i>12.8</i>	<i>12.9</i>	<i>13.2</i>
<i>Stadiums</i>	<i>9.6</i>	<i>9.6</i>	<i>9.8</i>	<i>10.1</i>
<i>Corporate</i>	<i>0.4</i>	<i>0.5</i>	<i>0.6</i>	<i>0.6</i>
Grants and subsidies	0.5	1.1	1.1	1.2
Other revenue	7.1	9.3	9.5	9.6
Direct expenditure	80.0	84.6	84.7	86.0
Employee benefits	34.9	42.4	43.0	43.4
Grants, contributions, sponsorship	1.4	1.3	1.4	1.4
Other expenditure	43.7	40.9	40.3	41.2
<i>Cost of sales*</i>	<i>21.2</i>	<i>17.0</i>	<i>17.0</i>	<i>17.4</i>
<i>Facilities management</i>	<i>13.0</i>	<i>11.8</i>	<i>12.0</i>	<i>12.2</i>
<i>Marketing</i>	<i>2.9</i>	<i>2.7</i>	<i>2.6</i>	<i>2.7</i>
<i>Information systems</i>	<i>1.8</i>	<i>1.6</i>	<i>1.7</i>	<i>1.7</i>
<i>Travel and entertainment</i>	<i>1.5</i>	<i>1.5</i>	<i>1.3</i>	<i>1.4</i>
<i>Professional services</i>	<i>1.1</i>	<i>1.1</i>	<i>1.1</i>	<i>1.1</i>
<i>Other</i>	<i>2.2</i>	<i>5.3</i>	<i>4.6</i>	<i>4.7</i>
Net direct expenditure (income)	26.5	27.6	26.7	28.2
Funding from Auckland Council	(25.7)	(26.0)	(25.3)	(27.4)
Revenue from vested assets	-	(1.0)	(0.8)	(0.2)
Other non-operating expense (income)	-	0.1	0.1	0.1
Net finance expense (income)	(0.8)	(0.7)	(0.8)	(0.8)
Depreciation and amortisation	24.9	28.5	30.0	30.5
Net losses (gains)	-	-	-	-
Income tax	-	-	-	-
Net expenditure (income)	24.9	28.5	29.9	30.4

* Cost of sales salaries recoded to employee benefits

CAPITAL EXPENDITURE

For the detailed capital expenditure list, please refer to Appendix A.

Expenditure (\$million)	Budget 2016/17	Annual Plan 2017/18	Projection 2018/19	Projection 2019/20
Total capital expenditure	40.4	57.3	71.8	39.7
Sources of capital funding	40.4	57.3	71.8	39.7
Subsidies and grants	-	-	-	-
Funding from Auckland Council	40.4	57.3	71.8	39.7
Asset sales	-	-	-	-
Other	-	-	-	-

OTHER FINANCIAL INFORMATION

Current value of assets	The current value of RFA's assets as 30 June 2017 was \$1.3b based on the net asset value of the RFA group as disclosed in the audited financial statements.			
Accounting policies	RFA's accounting policies are consistent with those of the Auckland Council group			
Financial reporting	RFA's financial reporting to the council will be in accordance with the requirements of the COO Manual			
	Budget 2016/17	Annual Plan 2017/18	Projection 2018/19	Projection 2019/20
Asset sales (\$million)	N/A	N/A	N/A	N/A
Shareholder equity ratio	95%	95%	95%	95%

8. APPROACH TO GOVERNANCE

Auckland Council works in partnership with its CCOs and the agreed approach to governance, including risk management, is outlined within the CCO Governance Manual which sits alongside this SOI.

RFA will act in accordance with guidance provided within the CCO Governance Manual.

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009):

PURPOSE	Consider shareholder comments on draft SOI	Consider performance against SOI targets
DATE	May 2017	September 2017
FORM OF PUBLIC NOTIFICATION	Auckland Council website, NZ Herald	Auckland Council website, NZ Herald

The objectives of Regional Facilities Auckland Limited are:

- To ensure that RFA is administered, and its property held, for the purposes set out in RFA's deed of trust
- To undertake any activities, in accordance with the deed of trust, that further those purposes
- To collaborate with Auckland Council, Government, and the governing bodies of entities that hold or own facilities and amenities of regional significance (for which RFA is not responsible), with an aim to improve their financial sustainability and community contribution.

APPENDIX A – DETAILED CAPITAL EXPENDITURE

Capital expenditure (\$million)	Budget 2016/17	Annual Plan 2017/18	Projection 2018/19	Projection 2019/20
Capital expenditure	40.4	57.3	71.8	39.7
Development of Art Gallery collection	0.3	0.3	0.3	0.3
Equipment and public furniture	0.2	0.2	0.2	0.2
Framing	0.1	0.1	0.1	0.1
Renewals (Auckland Zoo)	11.0	12.4	21.3	16.3
Aotea Square / Town Hall	2.3	12.6	-	-
Renewals (Mt Smart)	1.7	1.2	1.4	0.6
Information technology renewals	0.6	1.0	1.0	1.0
Renewals (Bruce Mason Centre)	0.8	1.1	0.6	0.6
Renewals (Aotea Centre)	0.6	0.5	0.5	0.5
Renewals (The Civic)	1.3	0.9	2.3	2.3
Renewals (Art Gallery)	0.8	0.3	1.1	1.2
Renewals (Viaduct Events Centre)	0.6	0.1	0.3	0.4
Renewals (Western Springs)	1.0	1.0	0.8	0.5
Corporate strategy (RFA)	1.8	0.1	0.1	0.1
Stadiums development	8.8	12.1	2.4	-
Renewal (Aotea Precinct)	5.8	9.0	33.9	3.8
Renewals (Event Services)	-	0.2	1.4	1.6
Renewals (Technical Services)	1.1	1.3	1.9	1.9
Renewals (QBE Stadium)	1.7	1.3	1.4	3.3
RFA Plus	-	1.6	0.6	-
Digital display screens	-	-	0.2	-
Development (Aotea Precinct)	-	-	-	5.0