

Date: Tuesday 13 May 2025
Time: 10.00am
Meeting Room: Room 1, Level 26
Venue: Te Wharau o Tāmaki - Auckland House
 135 Albert Street
 Auckland

Komiti mō te Whakahaere Tikanga me te Aro ki te Pae Tawhiti mō ngā Whakahaere ka Whakahaerehia e te Kaunihera / Council Controlled Organisation Direction and Oversight Committee

OPEN ATTACHMENTS

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Note: The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.

1 April 2025

Mayor Wayne Brown
Mayor of Auckland
Auckland Council

By email

Tēnā koe Mayor Brown,

Please find attached our draft Tātaki Auckland Unlimited Statement of Intent 2025-28 (SOI) as approved by our board.

We have considered both the general and specific expectations of Tātaki Auckland Unlimited expressed through your Letter of Expectation (20 February 2025). Within this draft SOI there are some unknowns which we will complete once while final decisions are made. These include our future mandate and resourcing for council events and our budget for major events.

The draft SOI reflects the transfer of our Economic Development function and resourcing into Auckland Council resulting in removal of reference to economic outcomes from our refreshed purpose which now reads as:

To enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland

While we are pleased to provide the draft SOI in its current form, we will draw the attention of members of the CCO Direction and Oversight Committee to areas of risk, when we present our draft SOI to the committee on 8 April. These are:

1. The impact on the major events programme of different funding scenarios.
2. The matching of mandate, structure and resources to create Auckland Council Events.
3. Specific risks arising from the opening of the NZICC which will attract conference and business events away from the Aotea Centre and the Viaduct Events Centre in particular, and the increased capacity of Eden Park to host concerts coupled with an expected global decline in stadium concert content.
4. The board is concerned about the instruction in the Letter of Expectation "...to cease all work..." to refresh the current Destination AKL 2025 Strategy or the Auckland Major Events Strategy 2015-2025 until further direction from council. The board is keen to work urgently with council officers and elected representatives to develop priorities, so a 'vacuum' does not open up. A longer-term strategy is tied directly to a sustainable funding model.

We look forward to discussing these issues with the CCO Direction and Oversight Committee further on 8 April and working with elected members and officers to finalise our SOI over the coming months.

Ngā mihi nui,

Kind regards,



Vicki Salmond
Chair

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Nick Hill
Chief Executive

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aucklandunlimited.com

Item 8

Attachment A

**Tātaki
Auckland
Unlimited** 

**DRAFT
Statement of Intent
2025 – 2028**

April 2025

[Type here]

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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 song. 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.

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Attachment A

4 | Tātaki Auckland Unlimited Statement of Intent 2025-28

Introduction

The 2025/26 financial year signals the start of a new chapter in Tātaki's short history and a range of new opportunities under our refreshed purpose:

To enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland

The recent Auckland Council-controlled organisation reform process has resulted in council bringing our high-performing economic development function in-house. We support the principles at the heart of the CCO reform, including stronger leadership from the council, enabled by clear policy and strategic direction given to the CCOs and greater acknowledgement of the funding the council provides. But through the process we have also noted the vital support of stakeholders in sectors such as tourism, cultural heritage and the performing arts which reaffirms the crucial role that Tātaki Auckland Unlimited plays for the region.

Following a period where substantial effort has been diverted into assisting the CCO reform process and understanding its implications for us, we are refreshing and re-focusing on our priorities and work programmes that deliver value for Auckland and Aucklanders. We will continue to make use of the lean and efficient, operating model implemented over the last few years to deliver our programmes and are confident that we can leverage our expertise to focus on providing value for money to Auckland's ratepayers, and identifying initiatives to reduce our reliance on ratepayer funding.

This Statement of Intent captures the opportunities we have identified in the short to medium term, including our partnering role in supporting Auckland's multi-billion dollar visitor economy (to take advantage of a forecast boom in global tourism) and an expanded role supporting and delivering events and activations on behalf of the council in a vibrant, 'always on' city.

We are clear that at the heart of our work is our core mandate to serve all Aucklanders by ensuring Auckland supports world-class events, experiences and employment opportunities through its venues, facilities and associated infrastructure.

As a member of the Council Whānau we are committed to upholding our obligations to Te Tiriti o Waitangi and the vital role we play in building meaningful partnerships with Mana Whenua and Mataawaka – to advance delivery of Māori Outcomes articulated in Te Mahere Aronga (our Māori Outcomes Plan). Our work programmes will also continue to incorporate the council's response to climate change and be guided by Te Tāruke-a-Tāwhiri: Auckland's Climate Plan, including through the TAU Climate Change and Environmental Sustainability Plan.

Our 2025/28 work programme will be delivered under four major priority areas:

- Procure, curate, promote and deliver a programme of vibrant and engaging events, activations, exhibitions and experiences so Auckland is 'always on'.
- Care for, enhance and showcase the taonga and venues we have been entrusted with on behalf of all Aucklanders.
- Build Auckland's reputation through initiatives such as the digital Discover Auckland platform to leverage the region as a global destination.
- Positively reach and engage all Aucklanders through our diverse programme of experiences, activations and events and our accessible taonga and places.

Over the next year, we will respond to priorities outlined in the mayor's February 2025 Letter of Expectation and specific Tātaki Auckland Unlimited expectations including:

- expand our events delivery function to reflect a more coordinated council events approach
- develop and inform the public on a comprehensive calendar of all events in Auckland
- engage proactively with council staff and elected members about strategic decision making regarding Western Springs Stadium, Go Media Stadium and North Harbour Stadium.
- work with Auckland's alliance of council-funded cultural organisations to develop agreed key performance indicators

We will continue to support and promote programming of performing arts, visual arts, and deliver Auckland's three main cultural festivals – Pasifika, Lantern and Diwali – plus Moana Auckland; we will continue to support and invest in emerging, creatively original events. Off the back of excellent operating results and record visitation figures in recent years, we aim to continue growing visitation at Auckland Art Gallery Toi o Tāmaki, Auckland Zoo and the New Zealand Maritime Museum, and expanding the reach and diversity of our patronage.

We love Tāmaki Makaurau Auckland and this Statement of Intent for the period 2025-2028 sets out how we will work in partnership to ensure all Aucklanders benefit from the work we deliver on behalf of Auckland Council.

Vicki Salmon
Chair



Nick Hill
Chief Executive



Item 8

Attachment A

Part I:

Strategic Overview

Roles and responsibilities

Tātaki Auckland Unlimited’s purpose is to **enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland**.

We do this through pursuing the following strategic outcomes:

Experiences and events	Inspirational experiences, activations and events drive and enhance Tāmaki Makaurau Auckland’s unique identity, vibrancy and prosperity.
Taonga and places	Tāmaki Makaurau Auckland’s taonga and places are looked after and enriched for the benefit of current and future generations.
Auckland’s reputation	Tāmaki Makaurau Auckland is known and loved for what makes it unique and special.
All Aucklanders	We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

Tātaki Auckland Unlimited Limited delivers programmes and activities to help make Auckland a desirable place to live, work and visit. Tātaki Auckland Unlimited Limited also acts as the corporate trustee for charitable trust Tātaki Auckland Unlimited Trust which manages venues, collections and experiences.

Tātaki Auckland Unlimited is a substantive council-controlled organisation (CCO) of Auckland Council, including both the amalgamated company and the charitable trust. The specific charitable purposes for which the regional facilities and other assets and funds of Tātaki Auckland Unlimited Trust are held are set out in its trust deed as follows:

<p>Charitable Purposes of the Trust:</p> <ul style="list-style-type: none"> a) Engaging the communities of Auckland: support the vision of Auckland as a vibrant city that attracts world-class events and enhances the social, economic, environmental, and cultural well-being of its communities, by providing regional facilities throughout Auckland for the engagement of those communities (and visitors to Auckland) daily in arts, culture, heritage, leisure, sport and entertainment activities; and b) Providing world-class regional facilities: develop and maintain, applying a regional perspective, a range of world class arts, culture, heritage, leisure, sport and entertainment venues that are attractive both to residents of and visitors to Auckland. <p>The Trust has been established, and is to be maintained, to promote the effective and efficient provision, development and operation of regional facilities throughout Auckland for the benefit of Auckland and its communities (including residents of and visitors to Auckland) and in particular the:</p> <ul style="list-style-type: none"> c) Development and operation of regional facilities: to promote, operate, develop and maintain, and to hold and manage interests and rights in relation to, regional facilities throughout Auckland, and to promote and co-ordinate strategic planning in relation to the ongoing development and operation of such facilities; d) Provision of high-quality amenities: to provide, and to promote the provision of, high quality amenities at regional facilities throughout Auckland that will facilitate and promote arts, cultural, heritage, education, sports, recreation and leisure activities and events in Auckland which attract and engage residents and visitors; and e) Prudent commercial administration: to administer, and to promote the administration of, regional facilities throughout Auckland on a prudent commercial basis, so that such facilities are operated as successful, financially sustainable community assets.
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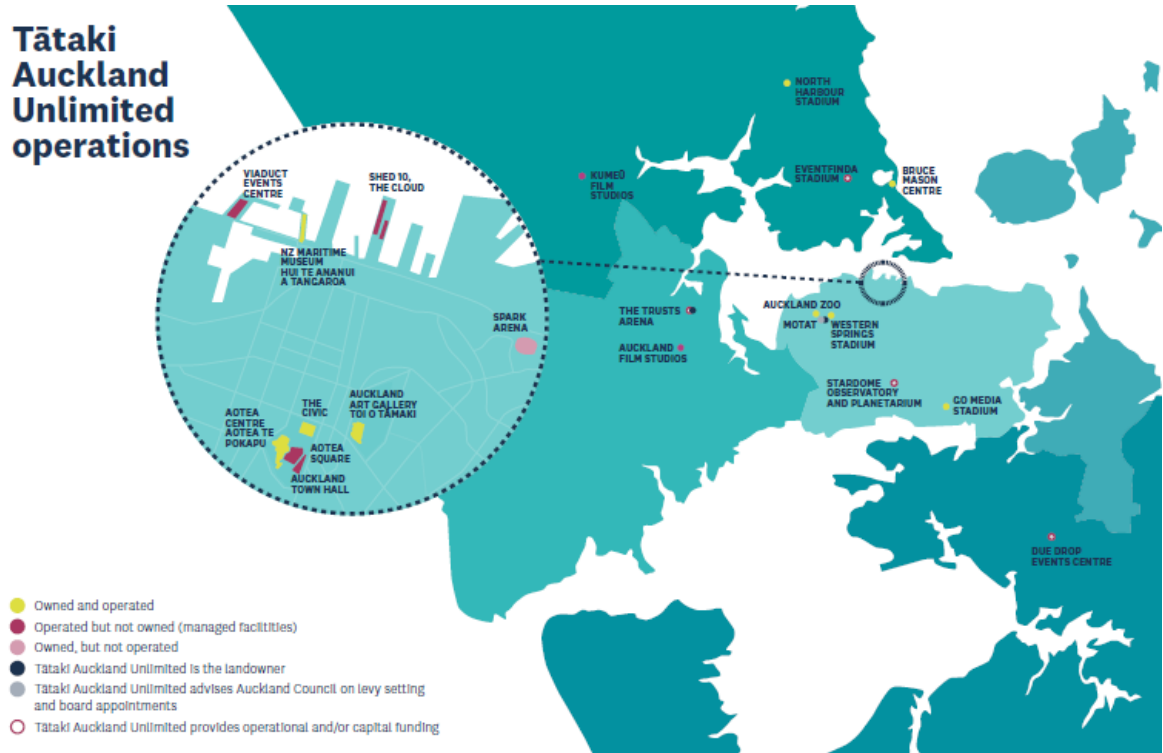
The Trust’s assets and funds must be managed and applied to advance these charitable purposes.

The facilities and related matters owned and/or managed by Tātaki Auckland Unlimited (TAU) are outlined and set out in the map below. A number of these facilities are also Auckland Council Strategic Assets¹ as identified in the 2022 Significance and Engagement Policy¹ and the CCO Accountability Policy.

¹ The Auckland Council 2022 Significance and Engagement Policy identifies the Auckland Zoo, the Auckland Art Gallery (including the associated art collection) and the Auckland Council network of stadiums and venues as Strategic Assets.

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**Tātaki
Auckland
Unlimited
operations**



Owned and operated:

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

Operated, but not owned (managed facilities):

- Aotea Square
- Auckland Town Hall
- Shed 10
- The Cloud
- Auckland Film Studios
- Kumeu Film Studios

Owned, and leased to a third party:

- Spark Arena (long-term lease to QPAM)

TAU is the landowner for the Museum of Transport and Technology (MOTAT) and The Trusts Arena. TAU also advises Auckland Council on levy setting and board appointments for MOTAT.

TAU provides operational and/or capital funding on behalf of Auckland Council to:

- The Trusts Arena
- Due Drop Events Centre
- Eventfinda Stadium
- Stardome Observatory and Planetarium

While these above four entities do not have a direct operational connection to TAU, they collaborate with TAU for mutual benefit and are collectively referred to as 'TAU+'.

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TAU is responsible for efficiently, co-ordinating the promotion of all Auckland Council Group events and activation activities and enhancing Aucklanders' and visitor's experience of events and activations.

Providing for the community






The core purpose of TAU's activities is to enrich the cultural life and vibrancy of Tamaki Makaurau— including creating unique, engaging and educative experiences for Aucklanders and visitors to our city. Our programmes, exhibitions, events and activations are aimed at engaging and being accessible to as wide a community as possible. We build social cohesion, help provide wellbeing, provide lifelong learning opportunities, inspire our young people, tell our stories, connect Auckland's culture with the global community and pursue partnerships in support of our Te Tiriti o Waitangi statutory obligations and commitments. Access is a central principle. With the aim of addressing inequity and providing access to all Aucklanders, where funding levels permit, free and subsidised entry and programmes are provided across a broad range of our facilities, events and venues. In addition, our core services are further supported by conservation, research, industry and talent development, community outreach and wellbeing programmes, public engagement and educational activities across our organisation.

Auckland's Cultural Alliance


As part of an Auckland Council led process to tackle long-standing challenges and enhance collaboration across Auckland's cultural organisation landscape, a new alliance of Auckland's key cultural organisations has been convened to focus on achieving better outcomes through collaboration. The new alliance brings together the Auckland War Memorial Museum, MOTAT, Stardome, and Tātaki Auckland Unlimited (Auckland Art Gallery, the Maritime Museum and Auckland Zoo), to leverage shared resources and talent. This collaboration will lead to more efficient promotion and programming, coordinated advertising and marketing, the ability to tell a culturally cohesive Auckland story and the development of common KPIs that will improve understanding of how these assets contribute to our city and its diverse communities.

Response to council’s strategic objectives

The *Auckland Plan 2050* is Auckland Council’s roadmap to deliver on Auckland’s vision of a world class city where talent wants to live. It is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Tātaki Auckland Unlimited plays a critical part in delivering on plan outcomes, actions and targets as outlined below.

Auckland Plan Outcomes	How Tātaki Auckland Unlimited Contributes
 <p>Belonging & participation</p>	<ul style="list-style-type: none"> Supporting the well-being of Aucklanders through the provision of experiences and events at our venues that contribute to enhancing the social, physical, mental and spiritual health and a shared sense of belonging for our diverse communities. Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities. Providing a range of subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use. Recognising the importance of all aspects of accessibility across our venues, as reflected in affordability and physical accessibility.
 <p>Māori identity & well-being</p>	<ul style="list-style-type: none"> Implementing our Māori outcomes plan for TAU, <i>Te Mahere Aronga 2024-26</i>, aligned to the council’s framework <i>Kia Ora Tāmaki Makaurau</i> and the strategic guidance of Hokura Independent Māori Statutory Board Proudly showcasing and promoting toi Māori works, narratives and identity through our facilities, events and activations. Increasing the prominence of te ao Māori and te reo Māori within TAU facilities. Identifying and developing opportunities to support Mana Whenua and their kaitiakitanga responsibilities. Showcasing and promoting Māori tourism attractions and experiences through Treasures of Tāmaki Makaurau.
 <p>Homes & places</p>	<ul style="list-style-type: none"> Maintaining, with a regional perspective, a range of fit-for-purpose event venues that are attractive and accessible to the residents and businesses of the region and its visitors. Framing proposals for investment in the cultural infrastructure of the future, in support of the <i>Auckland Plan 2050</i> aspirations. Ensuring that venues – as public spaces are inclusive and accessible to our communities. – and that they – continue to be increasingly climate resilient and are operated in an environmentally sustainable way.
 <p>Transport and access</p>	<ul style="list-style-type: none"> Advocating to and collaborating with Auckland Transport and the council to enable enhanced public access to our facilities and events. Ensuring our venues and events continue to support viable alternatives to private vehicles for visitors
 <p>Environment and cultural heritage</p>	<ul style="list-style-type: none"> Supporting local and international wildlife conservation and learning programmes at Auckland Zoo and associated advocacy, training, research and well-being initiatives for our communities. Sharing and conserving the stories of New Zealand’s seafaring people and their maritime history through the New Zealand Maritime Museum. Developing, sharing and conserving the visual art of New Zealand, and the Auckland Art Gallery international collections for future generations. Providing opportunities for the cultural sector at all levels through Auckland Live, and providing Aucklanders with engagement, connection, participation and inspiration through creative and cultural experiences. Addressing climate change and environmental impacts throughout TAU’s internal operations, in line with the goals of <i>Te Tāruke-ā-Tāwhiri, Auckland’s Climate Plan</i> and TAU’s <i>Climate Change and Environment Strategic Plan</i>. The environment focus area includes climate resilience, net zero emissions, responsible water use, and zero waste.

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 <p>Opportunity & prosperity</p>	<ul style="list-style-type: none"> • Offering learning and training programmes for young people and current professionals across our facilities and venues. • Growing exports through support for the Auckland visitor economy through destination marketing and management activities
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Alignment with other Auckland Council strategies and plans

Other Auckland Council strategies and plans to which the work of TAU is most aligned are outlined below.

Kia Ora Tāmaki Makaurau, Auckland Council's Māori Outcomes Performance Measurement Framework

Our Achieving Māori Outcomes Plan, *Te Mahere Aronga 2024-26*, sets out our contributions to Kia Ora Tāmaki Makaurau, Auckland Council's strategy and planning framework. Our individual and collective effort upholds the proverb of the region – Te pai me te whai rawa o Tāmaki – Tāmaki a place of abundance and wealth.

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

Through our *Climate Change and Environment Strategic Plan*, TAU has outlined actions to contribute to the council group's emissions reduction target of 50 per cent by 2030, and net zero emissions by 2050 – and ensure it is prepared for the impacts of climate change.

Toi Whīteki Arts and Culture Strategic Action Plan

TAU works with the council and the cultural sector to deliver arts and cultural experience for Aucklanders, build collaboration across the sector and increase audience reach and impact.

Thriving Communities Strategy Ngā Hapori Momoho

TAU's work aligns with a range of the objectives of the Thriving Communities Strategy, in particular so more Aucklanders can access and participate in the things they care about, and growing community and intercultural connection so all Aucklanders feel as though they belong.

City Centre Masterplan/Action Plan

TAU will work with partners and the wider 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. This includes advancing work on the Aotea Arts Quarter, and leading on actions assigned within the City Centre Action Plan, including those related to development of the nighttime economy, major events, destination marketing, place branding and cultural organisations.

Infrastructure Strategy

TAU's key 'Cultural and Economic' infrastructure assets are now incorporated into the Auckland Council Infrastructure Strategy which is part of the 2024-2034 Long Term Plan. The strategy sets out current asset condition and criticality, our current and future target asset management maturity and our most likely scenario for capital investment over the next 30 years.

The council has signalled that it will be assuming a greater role in setting strategy, planning and policy and that CCOs are expected to focus on service delivery. TAU is committed to working across the council whānau to ensure there is clarity on the strategic direction set by council, and the associated expectations on us to deliver. Over 2025/26 TAU expects to work closely with council on the re-setting of strategy and policy as it relates to stadiums, arts and culture, destination and events.

Nature and scope of activities

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

Our purpose

Enriching the cultural life and vibrancy of Tāmaki Makaurau Auckland

The strategic outcomes we are seeking

Experiences and events	Taonga and places	Auckland’s reputation	All Aucklanders
Inspirational experiences, events and activations drive and enhance Tāmaki Makaurau Auckland’s unique identity, vibrancy and prosperity.	Tāmaki Makaurau Auckland’s taonga and places are looked after, accessible and enriched for the benefit of current and future generations.	Tāmaki Makaurau Auckland is known and loved for what makes it unique and attractive.	We positively engage all Aucklanders through our diverse programme of experiences and events and our accessible taonga and places.

How our activities align to our outcomes

<ul style="list-style-type: none"> • Exhibitions • Concerts • Major events • Business events (conferences, conventions, exhibitions) • Sporting events • Delivered festivals • Performing arts • Natural heritage • Activations • Destination management 	<ul style="list-style-type: none"> • Capital programmes and operations for Auckland Live-operated venues and facilities, Auckland Zoo, Auckland Stadiums, Auckland Art Gallery and New Zealand Maritime Museum • MOTAT, Stardome and Auckland War Memorial Museum integration options • Aotea Arts Quarter and Western Springs precinct developments • Film studios • Wildlife/environmental/heritage and visual arts conservation 	<ul style="list-style-type: none"> • Auckland place brand • Destination marketing and promotion • Event and activation marketing and promotion • Cultural organisation marketing and promotion • Cultural organisation accreditation and quality assurance programmes • Activities that enhance our Social Licence to operate • Film-friendly Auckland • Discover Auckland 	<ul style="list-style-type: none"> • Youth and educational programmes • Community and public programming, • Nature connectedness and wellbeing programmes • Outreach programming • Cultural heritage and festivals • Transport and accessibility initiatives • Digital/virtual experiences • Using data to evolve and better meet the needs of diverse audiences
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Our cross-cutting commitments

<p>Audience and customer centric</p> <p>We focus on achieving great outcomes for our customers and our diverse communities, by listening and responding to their needs. This includes visitors to our facilities, Auckland residents and businesses and international visitors and investors. Every interaction counts.</p>	<p>Māori outcomes</p> <p>We understand and deliver our commitments under Te Tiriti o Waitangi through <i>Te Mahere Aronga</i>, our Achieving Māori Outcomes plan.</p>	<p>Climate change and environmental sustainability</p> <p>Our people are empowered to consider the climate and environment in decision-making. We prepare and respond to climate change, prevent and reduce greenhouse gas emissions and protect and preserve freshwater resources. We aim to achieve zero waste.</p>	<p>Social enterprise</p> <p>We seek a balance of commercial and social outcomes. Growing non-rates revenue, and operational efficiency underpin our investment in social good outcomes, such as well-being, equity and accessibility.</p>
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Our enablers

People, culture, health and safety	Digital and technology	Governance, data and information	Operational support
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Alignment with the Auckland Council Long Term Plan 2024-34

Tātaki Auckland Unlimited will report against the *Auckland Council Long Term Plan 2024-34* measures detailed below. These are a subset of our full suite of Key Performance Indicators which are contained in the Performance Outlook in Part 2 of this Statement of Intent.

Long Term Plan 2024-34 Measures	Targets		
	2025/26	2026/27	2027/28
Ticketed attendance at Auckland Live, Auckland Zoo, Auckland Art Gallery, New Zealand Maritime Museum and Auckland Stadiums venues and events ² .	2.16m	2.21m	tbc
The net promoter score for TAU’s audiences and participants ^{3,2} .	42	45	45
The percentage of operating expenses funded through non-rates revenues ² .	60%	60%	60%
The number of programmes, initiatives and events contributing to the visibility and presence of Māori in Tāmaki Makaurau Auckland ² .	45	50	55
The contribution to regional GDP from major events and business events attracted or supported ⁴ .	tbc	tbc	tbc

² Tātaki Auckland Unlimited Trust measures

³ Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

⁴ Targets will be reviewed once final funding decisions have been made through the Auckland Council Annual Plan 2025/26 process.

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Approach to governance

Tātaki Auckland Unlimited Board

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

- Risk and Finance Committee
- Remuneration Committee
- Capital Projects Committee
- Māori Engagement Committee.

In addition, the Auckland Art Gallery Advisory Committee reports to the TAU Board and provides support and insights in this specialised field. Further, a Destination Partnership Programme Advisory Group (which include TAU Board representation) was established in 2023/24 to support and advise the board on expenditure of the Destination Partnership Programme funding.

Working in partnership with the council group

Auckland Council works in partnership with its CCOs. The agreed approach to governance is outlined within the CCO Accountability Policy and the *Auckland Council: Statement of Expectations of substantive council-controlled organisations July 2021*, which sit alongside this Statement of Intent and forms part of the annual binding agreement between Auckland Council and TAU. TAU, including both Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust, will adhere to the common expectations for CCOs' contribution to the council's objectives and priorities outlined in the CCO Accountability Policy.

TAU commits to working with the council to broaden the use of shared services, as robust solutions are available, and business cases are proven across agreed functions to deliver more efficiencies within the council group.

We will continue to engage with all elected members (including local boards on a case-by-case basis) and relevant communities of Auckland to maintain relationships.

Further, TAU will maintain relationships at governance and management level with Houkura (Independent Māori Statutory Board) and continue to be guided by the Schedule of Issues of Significance, prepared by Houkura, as we develop our work programmes.

Working in partnership with Mana Whenua and Mataawaka⁵ in Tāmaki Makaurau

TAU is committed to working in partnership with Mana Whenua and Mataawaka. We have established the TAU Māori Engagement Committee to build strong governance level relationships, identify mutual opportunities for collaboration and support participation in decision making.

We will continue to build Māori responsiveness capability and capacity within TAU and monitor, report and share insights.

Capital programme and asset management

The Capital Projects Committee assists the TAU Board in performing its responsibilities and oversight regarding planning and management of capital projects – including capital expenditure strategy and planning, reviewing major capital works projects, capital works policies and monitoring and compliance.

TAU has implemented a programme to raise capability, which includes participation in the council's annual infrastructure strategic alignment process, with provision of Asset Management Plan information annually. TAU aligns investment decisions (across asset management and asset planning) to its strategic direction, to enable better decision-making across our asset portfolio.

Climate-related disclosures

TAU contributes to the preparation of a compliant group climate statement to ensure the council meets its reporting and record-keeping obligations as a climate reporting entity under the Financial Markets Conduct Act 2013. This includes preparing and maintaining proper climate-related disclosure records as required by the council and engaging with the council's appointed auditor to prepare for assurance over group emissions disclosures. Over 2025/26 TAU will also work

⁵ See Local Government (Auckland Council) Act 2009

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with council on an aligned approach to transition planning The Risk and Finance Committee has responsibility for overseeing this work.

Health, safety and well-being

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

Ka tiaki tātou kia āhuru, kia ora tonu tatou – ‘We look after our safety and well-being’.

TAU empowers its people with the right training, information, knowledge and experience to successfully achieve our health and safety requirements. We promote visible safety leadership and continuous improvement. We maintain a strong health and safety culture that aims to ensure our employees and visitors are able to go home without harm each day from our workplaces, venues and experiences.

Our commitment is: ‘Home without harm. Everyone. Every day’. This has been emphasised for our people and visitors as New Zealand adapts our ever-changing environment and establishes new protocols required to operate safely.

The Risk and Finance Committee assists the TAU Board in reviewing, monitoring and making recommendations, regarding TAU’s Safety Management Framework. Health and safety matters including policies are presented, reviewed and approved at board level, enabling the TAU Board to meet its overall accountability in these areas.

Acquisition of shares

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

Public meetings and open agendas

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009). The first of these meetings is to consider prior year performance against Statement of Intent targets, and the second is to consider shareholder comments on the draft Statement of Intent for the following year.

To ensure our activities on behalf of Aucklanders are transparent, all TAU Board meetings include an open agenda section which the public and media are welcome to observe. We are committed to holding as much business as is practical in these open sessions. In addition, members of the public are welcome to attend the two statutory meetings (as outlined in the table below) where they may, at the discretion of the TAU Board Chair, make submissions to the TAU Board on the primary agenda item at those meetings:

Purpose of Public Meeting	Date	Form of Public Notification
Consider prior year performance against SOI targets	August 2025	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com
Consider shareholder comments on draft SOI for Tātaki Auckland Unlimited Limited for 2026-2027	June 2026	Public notice, <i>New Zealand Herald</i> and www.aucklandunlimited.com

Item 8

Attachment A

Part 2:

Statement of Performance Expectation (2025/26)

Introduction

This Statement of Performance Expectation section sets out Tātaki Auckland Unlimited's key deliverables over the 2025/26 financial year. This statement is directed by the strategy outlined in Part I (Nature and Scope of Activities) which positions TAU to meet the expectations of the council and Aucklanders.

Aligning to common expectations

In delivering the following work programme, TAU will align to the expectations as set out in the *Letter of Expectation for Statement of Intent 2025-28*. In summary, these were as follow:

Focussing on delivery

Through the structural decisions made on CCO reform (specifically the movement of the TAU Economic Development functions in-house to Auckland Council and better alignment of group events and major activations functions), it is recognised that council will be assuming a greater role in setting strategy, planning and policy and that CCOs are expected to focus on service delivery. In addition, Council will also be pursuing a range of non-structural changes to support the reset of the CCO model as it applies to all substantive CCOs. TAU will work positively and collaboratively with council to effectively implement the structural and non-structural change decisions on CCO reform. TAU will also support and actively engage in any section 17A, value for money and other reviews council may commission, as well as supporting integrated development decision-making, delivered by departments in council.

Attribution and branding

In line with the overall desire to refocus CCOs on service delivery, it is recognised that TAU is expected to provide greater attribution to the council as the policy maker and funder in public facing services, assets, amenities, communications and branding.

Implementation of group shared services

TAU will continue to be an active participant in Group Shared Services including actively supporting the GSS board with accelerating the transition of functions to the GSS model. Where business cases are favourable, functions will be shifted to GSS as soon as possible, as agreed by the GSS Board. Where there is a good reason for part of a function to stay within TAU, common technology platforms or systems will be used and supported by GSS wherever possible. No new technology platforms or arrangements will be introduced or entered in to by TAU without the appropriate oversight and approval within GSS.

Delivering year two of the Long-term Plan 2024-2034 and alignment to final Annual Budget 2025/2026

TAU will focus on delivering year two of the LTP 2024-2034 (adjusted to reflect changes as a result of CCO reform), including contributing to savings targets as agreed in the final Annual Budget 2025/26. Financial information and performance measures in this SOI are aligned with the final Annual Budget and the strategic priorities contained within it.

Planning, delivery and paying for growth

TAU will actively support and contribute advice and expertise to the development of a new council framework to support decision-making on growth related issues - and its associated implementation - as applicable.

Procurement and effective spending

To support improvements in council's procurement approach, TAU will align closely with a group approach to procurement where there are clear efficiencies and benefits to be gained, noting the existence of the group procurement function in GSS as an enabler for this. TAU will actively contribute to and implement any improvements in procurement processes and approach once agreed.

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Upholding Auckland Council Group's Te Tiriti o Waitangi-derived obligations

TAU is aligned with Auckland Council Group's commitment to upholding obligations derived from Te Tiriti o Waitangi and to achieving better outcomes for Māori. TAU will share this commitment and contribute to its delivery, including through (but not limited to):

- reporting on the delivery of our Achieving Māori Outcomes (AMO) Plan, *Te Mahere Aronga*, as part of our Quarterly Performance Report. This reporting will include Key Performance Indicators (KPIs) to track progress over time as appropriate.
- working with Ngā Mātārae regarding the review of the Māori Outcomes Fund and to implement the refreshed Kia Ora Tāmaki Makaurau framework and strategy. This includes contributing to the design of measures and preparing to align with the rest of the Auckland Council Group on AMO Plan development, monitoring and reporting for FY27 onwards.
- building strong partnerships with mana whenua and mataawaka. This includes aligning with Council's Mana ki te Mana approach to Māori engagement, where relationships take precedence over issues or projects. This approach respects the unique mana motuhake of each iwi and mataawaka entity by prioritising their needs and aspirations.
- working collaboratively with Ngā Mātārae and other Māori Outcomes specialists across the Council Group to take a whole-of-Council-Group approach to delivering outcomes for Māori. This includes continuing to participate in Auckland Council-led activities and hui such as the Kia Ora Tāmaki Makaurau Programme Delivery Board.

Quality timely advice to local boards

TAU will provide timely, delivery focused, quality, concise advice to local boards and ensure local boards are engaged early on projects and decisions directly impacting their local area. This supports the More Empowered Local Boards proposal, consistent with council's shared governance model.

Climate change

TAU will continue to be guided by Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan by incorporating climate change considerations (whole of life greenhouse gas emissions and resilience) into work programmes and decisions where appropriate.

Compliance with Statement of Expectations of substantive CCOs

TAU will adhere to the Statement of Expectations of substantive CCOs, (due to be reviewed and updated in 2025/26), including (but not limited to):

- working with the government, only where interests are aligned, and messages are consistent with those of Auckland Council. TAU will inform council of any conversation with the government on any new proposal or legislative reform.
- in responding to council's requests or initiating new programmes, TAU will consider our role in the group and not just activities that benefit our purpose. This extends to the open sharing of information where that is required to achieve outcomes or for legal purposes.

Asset Management Planning in preparation for the LTP 2027-2037

By February 2026, TAU will deliver a draft asset management plan (AMP) covering existing and planned assets to inform the development of the LTP 2027-2037. This plan will meet the key expectations of the council. TAU will continue to work with Auckland Council's Infrastructure Strategy and Asset Management System teams on the development of AMPs.

Investment area office

TAU will work constructively with the Auckland Council economic and cultural development investment area office to assist with delivering outcomes for Aucklanders in priority investment areas in the Long-Term Plan.

How we will deliver : one-year work programme

Experiences and events
<p>Inspirational experiences and events drive and enhance Tāmaki Makaurau Auckland’s unique identity, vibrancy and prosperity.</p>
<p>Ongoing Operation (also refer to Our facilities and functions section)</p> <ul style="list-style-type: none"> Deliver engaging, innovative and relevant exhibitions and events for Aucklanders and visitors through TAU venues and facilities with a focus on growing winter programming to increase visitation. Provide natural and cultural heritage experiences for visitors to Auckland Zoo, Auckland Art Gallery Toi o Tāmaki and New Zealand Maritime Museum. Support the attraction, creation, delivery and leverage a range of major events for Auckland – relative to available funding. Work with partners to attract, host and leverage business events (conferences, conventions and exhibitions) Provide Māori artists and entertainers with a platform to showcase their talent through Auckland Live and other events. Provide clients with unique convention and event experiences (including in cultural organisation spaces) through Auckland Conventions, Venues and Events. Provide learning opportunities for school students in Auckland, both onsite and online. Provide great experiences for our customers and expand the reach of our core programme to under-served audiences. Work with the tourism sector to develop and promote sustainable visitor experiences including Māori experiences through the Treasures of Tāmaki Makaurau platform. <p>Specific deliverables for 2025/26</p> <ul style="list-style-type: none"> Deliver <i>Pop to Present</i> and the <i>Toledo Exhibition</i> at Auckland Art Gallery Toi o Tāmaki. Launch the Auckland Art Gallery touring exhibitions and loans programme. Deliver Moana Auckland, New Zealand’s Ocean Festival 2026. Deliver Lantern, Pasifika and Diwali festivals including a consolidated approach to landfill waste diversion. Support a portfolio of major events within the region which over 2025/26 will include: <ul style="list-style-type: none"> To be confirmed following final Auckland Council Annual Plan 2025/26 decisions regarding the funding of TAU Destination and Major Events activity Embed a new, more aligned approach to Auckland Council events and activations. Continue to work with the Auckland Cultural Organisations Alliance to achieve efficiencies and improved outcomes for the sector.
Taonga and places
<p>Tāmaki Makaurau Auckland’s taonga and places are looked after, accessible and enriched for the benefit of current and future generations.</p>
<p>Ongoing operation (also refer to Our facilities and functions section)</p> <ul style="list-style-type: none"> Continue maintenance and base renewal of our portfolio of assets across Auckland Zoo, Auckland Art Gallery Toi o Tāmaki, New Zealand Maritime Museum and stadiums with a focus on visitor experience, appropriate care of taonga, health & safety and security, business efficiency, energy efficiency, decarbonisation and climate resilience initiatives. Support ongoing wildlife, visual arts and heritage conservation and asset development activities at Auckland Zoo, Auckland Art Gallery Toi o Tāmaki, and New Zealand Maritime Museum. Support our TAU+ partners MOTAT, The Trusts Arena, Due Drop Events Centre, Eventfinda Stadium and Stardome Observatory and Planetarium. <p>Specific deliverables for 2025/26</p> <ul style="list-style-type: none"> Complete delivery of the Auckland Art Gallery Toi o Tāmaki Heritage Restoration project Continue delivery of the Auckland Zoo physical site renewals programme including commencing the next stage of the Zoo Masterplan.

