

Board Meeting Agenda (open)



8.00 a.m. Wednesday 31 July 2024

Limelight Room, Level 3 Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	45 mins
2	Confidential Minutes 26 June 2024 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion and Committee Verbal Updates, Vicki Salmon <ul style="list-style-type: none"> Risk and Finance Committee, Carol Cheng, (24 July 2024) 	To Discuss	T & C		
4	Health and Safety Report ¹ , Lynn Johnson and Priyanka Victor	To Note	T & C		
CE CONFIDENTIAL UPDATE					
5	CE Confidential Update ² , Nick Hill	To Note	T & C	8.45 a.m.	30 mins
APPROVAL PAPERS					
6	Three Year Plan ³ , Nick Hill	To Approve	T & C	9.15 a.m.	45 mins
7	Statement of Intent 2024-27 ³ , Nick Hill	To Approve	T & C		
8	TAU End of Year FY24 Summary Reporting Packs ⁴ , Justine White	To Approve	T & C		
9	Q4 Risk Report to Council Risk and Finance Committee ⁵ , Justine White	To Approve	T & C		
BREAK				10.00 a.m.	30 mins
10	Major Events Business Cases ² , Annie Dundas <ol style="list-style-type: none"> Gay Games Synphony ASB Classic 	To Approve	C	10.30 a.m.	1 hour
11	Destination Partnership Programme Advisory Group Membership ⁵ , Annie Dundas	To Approve	C		

¹ S7(2)(a),(d),(f)(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h) LGOIMA 1987

⁴ Withheld pursuant to NZX Listing Rules

⁵ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda (open)



Item	Subject	Action	Trust/Co.	Start Time	Duration
MEETING WITH LOCAL BOARD CHAIRS AND DEPUTY CHAIRS					
12	TAU Board and Upper Harbour and Hibiscus and Bays Local Board Chairs and Deputy Chairs Meeting and Update – North Harbour Stadium ⁶	To Discuss	T	11.30 a.m.	30 mins
LUNCH				12.00 p.m.	30 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
13	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	12.30 p.m.	5 mins
14	Public Minutes 26 June 2024, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
15	CE Report, Nick Hill 1. Financial Performance Report ⁷ 2. Current Operational Risks (RC) 3. CRM Board Update (RC)	To Note	T & C	12.35 a.m.	45 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
DISCUSSION AND NOTING PAPERS					
16	Draft TAU Climate-Related Financial Disclosure ⁸ , Justine White and Parin Rafiei-Thompson	To Note	T & C	1.20 p.m.	40 mins
17	North Harbour Stadium LTP Process Draft Review Report ⁶ , Nick Hill	To Note	T		
18	Western Springs Stadium EOI Update ⁶ , Nick Hill	To Note	T		
INTEGRATED CULTURAL ORGANISATIONS					
19	Integrated Cultural Organisations, Nick Hill	To Discuss	T	2.00 p.m.	30 mins
BOARD ONLY TIME					
20	Board Only Time	To Note	T & C	2.30 p.m.	10 mins
	Close of Meeting			2.40 p.m.	

⁶ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁷ Withheld pursuant to NZX Listing Rules

⁸ S7(2)(f)(i),(h) LGOIMA 1987

Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) Remuera Golf Club (President) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jannah Wootten	Deputy Chair	<ul style="list-style-type: none"> Perpetual Guardian Holdings Limited (Director) Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Aktive – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Television New Zealand Ltd (Chair) NZ Film Commission (Chair) Cornwall Park Trust Board (Trustee) Ringa Hora Services – Workforce Development Council (Director) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Microgem International Plc (Shareholder) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.
Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> Matariki Cultural Foundation (Trustee) Matariki Global Holdings Limited (Director) Taamaki Records Limited (Director) Otamatea Pioneer & Kauri Museum Board (Chair) 	<ul style="list-style-type: none"> Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	

		<ul style="list-style-type: none"> • Ringa Hora Services – Workforce Development Council (Director) 		
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> • Rainger & Rolfe (Director) • Barbara Andrew Family Trust (Trustee) • Thomas Family Trust (Trustee) • Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> • New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> • Prior to Jen Rolfe's appointment to the Tātaki Auckland Unlimited (formerly RFA) Board, Rainger & Rolfe provided some marketing services to RFA. • Rainger & Rolfe is providing marketing services to Watercare. • Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Tātaki Auckland Unlimited consultant).
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) • Kamari Consulting Limited (Director and Shareholder) • SkyCity Entertainment Group (Shareholder) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Whanau Mārama Parenting Limited (Director) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora Services – Workforce Development Council (Director) • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Stanmore Bay Primary School (Chair) • Massey University Executive Education (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Board member) • Ronald McDonald House (Board member) 		

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-24	<ul style="list-style-type: none"> SOI FY 25 TAU End of Year Financial Reporting Packs Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Three Year Plan Integrated Cultural Organisations 	<ul style="list-style-type: none"> Risk and Finance Committee – 17 July Board Meeting – 31 July
Aug-24	<ul style="list-style-type: none"> Q4 Performance Report TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2024 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: Western Springs Precinct 	<ul style="list-style-type: none"> Capital Projects Committee – 14 August Māori Engagement Committee – 15 August Risk and Finance Committee – 21 August (FY24 Statements) Board Meeting – 27 August
Sep-24		<ul style="list-style-type: none"> CEO Report H&S Report 		
Oct-24	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2024 Q1 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Workshop: Duplication of Activity with Council Group 	<ul style="list-style-type: none"> Capital Projects Committee – 15 Oct Remuneration Committee – 17 Oct Board Meeting – 30 Oct (Public Board Meeting)
Nov-24	<ul style="list-style-type: none"> Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: National Visitor Levy 	<ul style="list-style-type: none"> Risk and Finance Committee – 13 Nov Māori Engagement Committee – 21 Nov
Dec-24		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Board Meeting – 3 Dec

12-Month Work Programme

July 2024

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-25	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2024 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – TBC Risk and Finance Committee – TBC (½Y Accounts) Board Meeting – TBC (½Y Acts)
Feb-25	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Strategy Session Board Workshop: New Zealand Maritime Museum Masterplan 	<ul style="list-style-type: none"> Māori Engagement Committee – TBC Capital Projects Committee – TBC Board Meeting – TBC
Mar-25	<ul style="list-style-type: none"> 2025 – 27 Statement of Intent Amendments Draft 2025 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk and Finance Committee – TBC Capital Projects Committee – TBC Board Meeting – TBC
Apr-25	<ul style="list-style-type: none"> Q3 Risk Report to Council Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2026) 	<ul style="list-style-type: none"> Board Workshop: Auckland Art Gallery Toi o Tāmaki Strategy 	<ul style="list-style-type: none"> Capital Projects Committee – TBC Board Meeting – TBC
May-25		<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees 	<ul style="list-style-type: none"> Board Workshop: TBC 	<ul style="list-style-type: none"> Risk and Finance Committee – TBC Māori Engagement Committee – TBC Board Meeting – TBC
Jun-25	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Workshop: TBC 	<ul style="list-style-type: none"> Remuneration Committee – TBC Capital Projects Committee – TBC Board Meeting – TBC (Public Board Meeting)

BOARD MEETING

HELD ON: Wednesday 26 June 2024 at 8.00 a.m.

AT: Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

PRESENT:

Vicki Salmon	Chair
Jannah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Hinurewa te Hau	
Jen Rolfe	
Graeme Stephens	
Dan Walker (Teams)	
Desley Simpson	Deputy Mayor and Lead Councillor (Teams)

APOLOGIES: None

ATTENDED: Executive Team

Nick Hill Chief Executive, Marissa Brindley representing Pam Ford Director Investment & Industry, Helen Te Hira Director Māori Outcomes, Kevin Buley Director Auckland Zoo, Annie Dundas Director Destination, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Kirsten Lacy Director Auckland Art Gallery, Vincent Lipanovich Director NZMM, James Parkinson Director Auckland Stadiums, Justine White Chief Operating Officer, Glen Crichton Acting Director Performing Arts, Jane Waddel representing Shelley Watson Director Marketing, Comms & Growth

Sarah Johnstone-Smith	CCO Governance Auckland Council (Teams)
James Robinson	Head of Strategy and Planning
Dilshad Singh	Equal Justice Project
Sabreen Islam	Equal Justice Project
Chris Gregory	Media Manager
Parin Rafiei-Thompson	Head of Climate Innovation and Sustainability
Marlies Wilson	Senior Sustainability Assets Advisor
Priyanka Victor	Head of Health and Safety
Stefanie Tipping	Digital Products Manager
Husain Al-Badry	Associate Director Innovation and Growth, Datacom
Tim Kingsley-Smith	Company Secretary & Legal Counsel

Nick Hill, Justine White, and Tim Kingsley-Smith joined the meeting.

1. AGENDA AND APOLOGIES

The Chair opened the meeting and a karakia was recited.

The Chair noted that there were no apologies.

2. 29 MAY 2024 AND 31 MAY 2024 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board and Management discussed action point 1 and the Auckland Council Group Shared Services (GSS) programme. [REDACTED]

[REDACTED]

S7(2)(f)(i),(i) LGOIMA 1987

Subject to two amendments (deletion of second sentence 1st paragraph p.1 and insertion of “South” ahead of “Pacific” 4th bullet point p.2) to the 31 May 2024 confidential minutes, the Board:

1. **Approved** the 29 May 2024 and 31 May 2024 confidential minutes as accurate records of the meetings; and
2. **Noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION AND COMMITTEE VERBAL UPDATES

The Board discussed the agenda for the meeting and received updates from the board committees.

Capital Projects Committee

- The Chair of the Capital Projects Committee (**CPC**) noted that the two capital business cases recommended by the Committee at its recent meeting will be considered by the Board later in the meeting.

Destination Partnership Programme Advisory Group

- The Chair of the Destination Partnership Programme Advisory Group (**DPPAG**) noted that the uncertainty of future funding for major events in Auckland continues to be a significant concern for the DPPAG and the destination sector. However, the upcoming World Choir Games promises to be a significant event for Tāmaki Makaurau and there is optimism about the upcoming summer season.
- The Board noted that the DPPAG continues to function well and is a valuable support and productive forum for TAU.

The Board **noted** the updates.

4. CE CONFIDENTIAL UPDATE

Nick Hill provided a confidential update to the Board.

Major Events

- Management noted that the major events paper shows a breakdown of TAU’s investments and planned investments into major events with a ‘seasonal lens’. If TAU continues to get funded at current levels, it will be able to continue to support Auckland’s cultural festivals and anchor events – but will not be able to grow or further invest in them. If costs increase and funding remains static, TAU’s investment into major events will be effectively reduced over time.

- Management updated the Board on the Major Events Reserve Fund. [REDACTED]

- [REDACTED]

Cultural Organisations

S7(2)(f)(i),(h),(i) LGOIMA 1987

- Management noted that the council’s cultural organisations working group is scheduled to meet next week. The group will be interested to hear the Board’s view on a range of topics [REDACTED]. The Board agreed that the Chair and Alastair Carruthers would attend the meeting on behalf of the Board.

S7(2)(f)(i),(h),(i) LGOIMA 1987

- Management noted that TAU is scheduled to meet with AWMM shortly. [REDACTED]
[REDACTED]
[REDACTED] The TAU Chair and CE are also scheduled to meet with the MOTAT Board shortly. S7(2)(f)(i),(h),(i) LGOIMA 1987
- The Board noted that the Mayor is keen to see TAU, AWMM and MOTAT make progress in this area and to see the benefits starting to be realised. TAU needs to continue to work in good faith with the council working group, AWMM and MOTAT.

[REDACTED]

[REDACTED]

[REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

The Board noted the update.

James Robinson joined the meeting.

5. THREE YEAR PLAN

Nick Hill spoke to the paper.

- The Board provided feedback on the draft Three Year Plan. Management agreed to incorporate the feedback of the Board into the plan before re-submitting it for final approval at the July board meeting.

The Board noted the update.

6. LONG-TERM PLAN FY25 – FY34

Nick Hill and Justine White spoke to the paper.

- Management updated the Board on the TAU Annual Plan FY25. From FY26 onwards there is an assumption that a bed tax levy will be introduced to provide funding for TAU's destination activities. Council is clear that its funding for TAU's destination activities will only be reduced if an appropriate visitor levy is implemented.
- The Board requested that Management provide a paper on the historical implementation and subsequent removal of an international visitor charge at Auckland Art Gallery Toi o Tāmaki. **(ACTION POINT)**
- Management agreed to add a note when reporting on FY22 explaining that the large revenue and expense spikes in that year were due to the Government-funded Activate and Reactivate Tāmaki Makaurau programmes delivered by TAU. More information on the components of increases to staff costs (e.g. collective agreements agreed by Auckland Council on behalf of the Council Group) will also be added and reporting on FTEs will be made consistent.

Sarah Johnstone-Smith joined the meeting.

Subject to Management making the agreed amendments, the Board:

1. **Noted** this Long-Term Plan report
2. **Approved** the final Long-Term Plan 2025-34 as it relates to planned TAU operating and capital funding; and
3. **Approved** the TAU FY25 Annual Plan.

James Robinson left the meeting.

7. TAU CAPITAL PROGRAMME

Justine White spoke to the papers.

Capital Plan

- Management noted that the paper seeks the Board’s approval of the FY25 capital plan and asks the Board to note the FY26 and FY27 draft capital plans.
- The Chair of the CPC confirmed that it considered and recommended that the Board approve the FY25 capital plan at its recent meeting. [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED] S7(2)(f)(i),(i)
LGOIMA 1987
- The Board requested that Management provide a paper that takes a closer look at TAU’s capital strategic plans by rūpū at an upcoming Board meeting. It would be good for the Board to get a deeper understanding of commitments, resourcing and TAU’s significant capital masterplans – and to more closely monitor the capital programme, [REDACTED]
[REDACTED] S7(2)(f)(i),(i)
LGOIMA 1987
- Management confirmed that approval of the capital plan does not change TAU’s normal governance process for specific capital plans, which will still need to go through the CPC and Board processes in accordance with TAU’s delegated authority regime.

The Board:

1. **Approved** the TAU FY25 Capital Plan; and
2. **Noted** the draft TAU FY26 and FY27 Capital Plans.

Business Cases 1 – Aotea Centre Limelight Toilet Renewals

- Management noted that the Aotea Centre Limelight Toilet Renewals project will keep the same number of public toilets, while improving health and safety, the efficiency of space, and the usability of the toilets.

Business Case 2 – Go Media Stadium, Mt Smart Decarbonisation

- The Chair of the CPC noted that the Committee challenged Management’s choice of technology for the Go Media Stadium, Mt Smart Decarbonisation project, but ultimately supported the project. Management followed up with the Committee members after the meeting and provided some additional information on the broad use of the technology overseas, and its growing usage in New Zealand.

The Board

1. **Approved** the Aotea Centre Limelight Toilet Renewal Business Case with a total CAPEX investment of up to [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Approved** the Go Media Stadium Mt Smart – east and west stand decarbonisation & hot water optimisation Business Case with a total CAPEX investment of up to [REDACTED] and S7(2)(f)(i),(h),(i) LGOIMA 1987
3. **Delegated** the authority to Nick Hill, Chief Executive to enter into the required contracts, within the approved CAPEX budgets, as required to deliver the above business cases.

8. ANNUAL INSURANCE RENEWAL

Justine White spoke to the papers.

- Management noted that all TAU insurance policies are shared policies secured via Auckland Council – apart from TAU's fine arts insurance which is organised directly by TAU.
- The Board noted that although TAU's insurance premium is due to significantly increase, the large increase was expected. TAU receives a highly discounted rate by being able to share the bulk of its insurance with Auckland Council, thereby taking advantage of its buying power.

The Board **approved** the provisional Y24/25 insurance costs of [REDACTED] for Tātaki Auckland Unlimited.

S7(2)(f)(i),(h),(i) LGOIMA 1987

9. CLIMATE-RELATED DISCLOSURES (CRD) APPROVAL PROCESS

The Board:

1. **Approved** the proposed sign-off process for the FY23/24 climate-related disclosure to two Board representatives; and
2. **Approved** the Board representatives for FY23/24 climate-related disclosure sign off as Vicki Salmon and Dan Te Whenua Walker.

The Chair closed the confidential meeting and opened the public meeting. The ELT team, Parin Rafiei-Thompson, Marlies Wilson and Chris Gregory joined the meeting.

Deputy Mayor Desley Simpson joined the meeting at 10.48 a.m.

10. REGISTER OF DIRECTORS' INTERESTS & ROLLING 12-MONTH BOARD WORK PROGRAMME

The Board **noted** the Interests Register and the 12-Month Board Work Programme.

11. PUBLIC MINUTES 29 MAY 2024

Subject to the amendments to the confidential minutes discussed at Item 2, the Board **approved** the 29 May 2024 open minutes as an accurate record of the meeting.

12. TAU STATEMENT OF INTENT 2024-27 PUBLIC SUBMISSIONS

The Equal Justice Project (**EJP**) joined the meeting.

- Management provided an update on TAU's climate change and sustainability activities. TAU leads the economy priority of Te Tāruke-ā-Tāwhiri Auckland's Climate plan and is committed to reducing its carbon emissions by 50% by 2030. TAU's collaborative innovation hub Climate Connect Aotearoa continues to connect people, build partnerships and deliver practical solutions to accelerate the transition to a climate-resilient and low-carbon Tāmaki Makaurau Auckland. The organisation continues to strive to achieve its five Climate Change and Sustainability Framework goals and has now embedded a climate change and sustainability heading in all board and board committee papers.

- EJP presented to the Board and noted that EJP is a university student-led group that is focussed on climate change and inter-generational equity. EJP commended TAU for reducing its carbon emissions and waste and for TAU and Zoo achieving their respective Toitū Envirocare certifications. The group's view is TAU does a good job of being transparent and publishing its results as part of the council's CRD reporting but could do more in the terms of workshops with the community and staff training on climate change and sustainability.
- EJP noted that the decarbonisation project at the Gallery has been a resounding success and looks forward to seeing TAU continue its decarbonisation programme across its venues. The decarbonisation project at Go Meda Stadium, Mt Smart will be a significant step forward and TAU should consider promoting its decarbonisation projects with additional signage at its venues to improve public awareness.
- The Board thanked EJP for its presentation and noted its appreciation for EJP's advocacy. The group has clearly looked closely at TAU's operations and has made some good suggestions to TAU such as improving community engagement at TAU's venues and better promoting TAU's climate change and sustainability work – in particular, TAU's significant decarbonisation projects.

The Board **noted** the presentation from EJP and **thanked** EJP for its submission to the Board.

Parin Rafiei-Thompson and Marlies Wison left the meeting.

13. STATEMENT OF INTENT 2024-27 – CONSIDERATION OF SHAREHOLDER COMMENTS

Nick Hill and Justine White spoke to the papers.

- The Chair noted that the Statement of Intent 2024-27 (**SOI**) reflects the progress that TAU has made over the last year. The organisation continues to work hard to develop and implement operational improvements, and improved technology across the business. While the last few years have been difficult for TAU, the organisation is now stable and can plan ahead with confidence.
- The Board noted that TAU is committed to supporting greater alignment with Auckland Council and the Council Group on the Group Shared Services programme. The programme will remove duplication and make the Group more efficient. Capital funding and Māori Outcomes are areas of focus for TAU's shareholder, and TAU will accordingly look at ways to improve its monitoring and reporting in these areas.
- Management noted that the final SOI will be considered by the Board at its upcoming July board meeting. The Board thanked Management for its work on the SOI.

The Board:

1. **Noted** the proposed approach to responding to shareholder comments on the draft TAU Statement of Intent 2024-27 and provide feedback; and
2. **Noted** that the changes proposed in this paper will be reflected in the final TAU SOI 2024-27, which will come to the board for final approval at the July meeting.

14. CE REPORT

Nick Hill spoke to the paper.

General

- Management updated the Board on the AFS sale and negotiations with SailGP. Eke Panuku, the Harbour Master and other stakeholders are working hard to bring the SailGP event to Auckland.

- The Board noted that several stadium reports were recently released pursuant to a LGOIMA request and asked that Management circulate the reports – and any commentary provided with the reports – to the Board. (**ACTION POINT**)
- Management noted that TAU is likely to achieve its budget and visitation targets for the year despite it being a challenging year. Attendance at cultural institutions was very good and although some significant events at Auckland Stadium venues were cancelled for external reasons, high attendance at other stadium events largely filled the gap left by the cancellations.
- TAU has worked hard following the restructure and the leadership team is proud of what has been achieved and is positive about the future. The Board agreed that TAU delivering its visitor and revenue numbers this year – particularly in a ‘softening’ economic environment – is an outstanding result.
- [REDACTED]
- [REDACTED] S7(2)(f)(i),(h),LGOIMA 1987
- The Board queried why TAU is not meeting its ‘participation of children’ numbers. Management noted that the relevant Key Performance Indicator (**KPI**) measures school curriculum programme participation at TAU’s cultural institution, and anecdotally more schools are scheduling and then cancelling visits. When a school cancels a visit, it is usually too late to fill the gap left by the cancellation. The main barrier for schools attending TAU’s cultural institutions is transportation costs, so TAU is looking at ways to further support schools with that challenge. While the organisation is not achieving this KPI it is achieving its funding targets for its school curriculum programmes.
- Management noted that TAU has been engaging with the Upper Harbour, and Hibiscus and Bays local board-led working group regarding the future of North Harbour Stadium (**NHS**). TAU has provided requested information and engagement with the local boards has been positive. The Chairs and Deputy Chairs of the Upper Harbour, and Hibiscus and Bays local boards are scheduled to meet with the Board at the next TAU Board meeting.
- Management updated the Board on the Western Springs Stadium (**WSS**) expression of interest (**EOI**) process. The EOI was released three weeks ago and at this point the process is on track. The aim of the process is to create a fair and transparent process to help develop and consider the options for the future of WSS. Feedback received to date has been supportive and constructive.
- The Board noted that the shareholder comments on TAU’s SOI say under the heading Māori Outcomes that “Direction will be provided by council’s Ngā Mātārae team for a whole of group approach in this area” – and queried the extent to which TAU is “directed” by Ngā Mātārae given TAU is an independent CCO with its own Māori Outcomes plan. Management noted that first and foremost TAU, takes direction from the TAU Board, but it also takes direction from its shareholder and recognises and supports Auckland Council’s goal of ensuring that the whole of the Auckland Council Group takes a consistent approach. Deputy Mayor Simpson agreed to discuss the point – and its potential ambiguity – with Mayor Brown.

The Board **noted** the CE Report.

The Chair closed the public meeting and opened the confidential meeting.

Deputy Mayor Simpson, Sarah Johnstone-Smith, Chris Gregory and the ELT left the meeting. Lynn Johnson, Kevin Buley, and Priyanka Victor joined the meeting.

Graeme Stephens left the meeting at 12.12 p.m.

15. HEALTH AND SAFETY REPORT

Lynn Johnson Kevin Buley, and Priyanka Victor spoke to the paper.

Avian Influenza

- Management updated the Board on preparations for the arrival of avian influenza (**bird flu**), particularly at Auckland Zoo – which has a significant number of rare native birds. Experts agree that bird flu has now spread to the point where it will not recede as it has previously and will instead become globally endemic in the next few years. The biggest impacts on New Zealand are likely to be seen in the poultry industry and on its native bird population. Given bird flu will be a new disease in New Zealand, it is difficult to tell how severe the impact will be on New Zealand’s various native bird species.
- Management noted that the Zoo is focussed on what its initial response will be to the arrival of bird flu – including birds the Zoo cares for and the keepers that care for them. Controlling wild birds that fly into or live in the Zoo grounds will help mitigate the spread of bird flu.

Dan Walker left the meeting at 1.10 p.m. Graeme Stephens rejoined the meeting at 1.13 p.m.

- The Board endorsed Management’s bird flu preparations and noted that it is ready to support Management on any urgent matters related to bird flu – for example, the construction of additional quarantine aviaries at the Zoo. When bird flu does arrive, it will be important to educate the public on the nature of bird flu to allay any unfounded fears. Management thanked the Board for its support.

Health and Safety Report

- Management noted that there were no significant health and safety issues or notifiable incidents at TAU in May. Health and safety audits are continuing, and the reward and recognition programme continues to be rolled out across the organisation.

- [REDACTED]

S7(2)(f)(i) LGOIMA 1987

Mandy Kennedy, Stephanie Tipping, and Husain Al-Badry joined the meeting.

16. ARTIFICIAL INTELLIGENCE WORKSHOP

Mandy Kennedy, Husain Al-Badry and Stefanie Tipping presented to the Board and conducted a workshop.

- Management noted that TAU is using Artificial Intelligence (**AI**) in some areas such as the marketing and communications team, but there is uneven adoption across the business. AI poses some risks to the organisation, but also an exciting opportunity to enhance the experiences that it provides and to make operations more efficient.
- The Board agreed and noted that AI could be a useful tool for TAU in many areas including improving TAU’s understanding of what its audiences are looking for and how it analyses data to refine its products. However, TAU will need to be careful about how it uses and manages the data that feeds into AI tools.
- The Board and Management agreed that TAU is well-positioned to be a leader in the new AI world given its many ‘touch points’ with the public, but the organisation will need to carefully plan and implement robust guidelines to ensure that AI is used properly and ethically. Proper implementation and training on AI tools will likely be transformative for some parts of the business.
- The Board agreed that Management will frame up the next steps regarding AI before returning to the Board for further discuss.

The Meeting ended at 2.41 p.m. The next meeting is scheduled for 27 August 2024.

Chair _____

Date _____

Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 31 July 2024

1. Introduction

- The Expression of Interest process for potential investment in the development of Western Springs Stadium is underway with a closure date of 19 July, from when evaluation will commence. Tātaki Auckland Unlimited (TAU) continues to work with a structured communications plan to ensure that it manages any heightened sensitivity around stadium investment choices.
- A fully executed agreement has been entered into with SailGP for the Season 5 event taking place on 18 and 19 January 2025. The SailGP Season 5 Global Announcement took place on 9 July and the confirmation of Auckland as one of the Host Cities was positively received locally and globally. It is unofficially being touted to be the largest ever SailGP event globally from an attendance and local interest perspective. [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
- World Choir Games opened in Auckland on 10 July and closed on 20 July, with 11,000 participants from around the world. The presence of the global performance groups greatly enhanced the atmosphere in the city with performances taking place across the city at venues including Spark Arena Aotea Centre St Mathews in the City and Auckland Zoo.

[REDACTED]

S7(2)(f)(i),(h),(i)
LGOIMA 1987

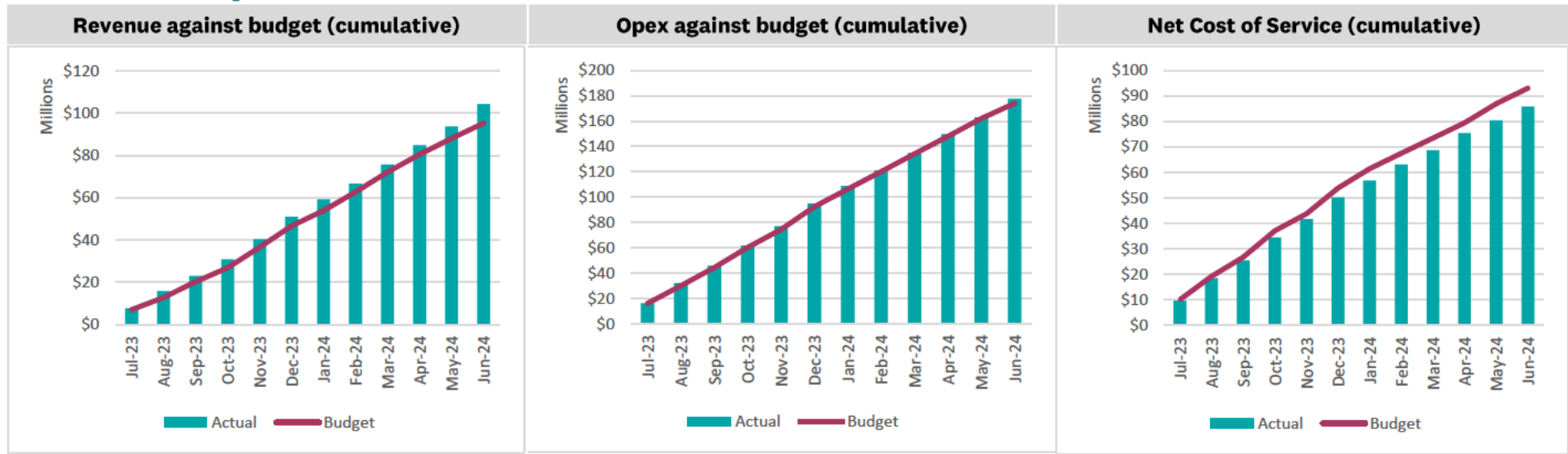
- Eden Park hosted a sell out All Blacks game against England, with an estimated impact of \$1.7m GDP, and more than 14,000 visitor nights.

[REDACTED]

S7(2)(f)(i),(h)
LGOIMA 1987

- On 13 August, TAU will have a second 'deep dive' session of the year with the council CCO Direction and Oversight Committee. It is proposed that TAU will provide the committee with a briefing on Q4 highlights and the current state of the Auckland visitor economy, followed by an on site tour of the Auckland Art Gallery Heritage Restoration Project.

2. Finance update



Revenue was **favourable** by 10% at the end of June

Opex was 2% over at the end of June

Net cost of service was **favourable** by 8% at the end of June

3. Strategic Plan implementation

Experiences and Events

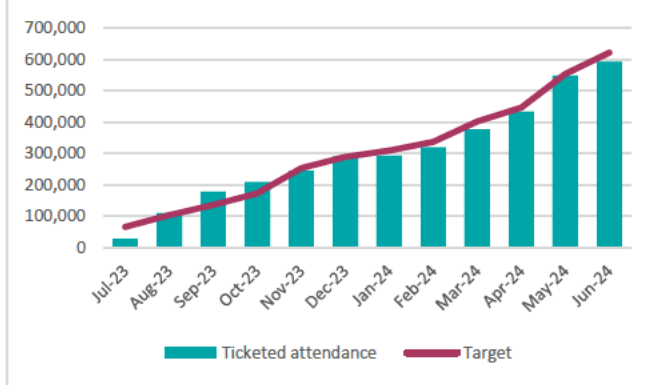
Performing Arts	Major Events	Auckland Conventions & Business Events
<p>• June was a fantastic month for youth and school performances across multiple disciplines. Performances include The Big Sing (Town Hall), Showquest (Kiri Te Kanawa Theatre), Encore (Bruce Mason Theatre), National Youth Theatre (Kiri Te Kanawa), total 15 performances, 12,262 sold tickets, 3815 children performers, 5942 schools attendance number.</p> <p>• Successful commercial month with key events, Dawn French, (Civic Theatre), 4 performances, [redacted] Shapeshifter (Town Hall), 1 sold out performance [redacted] the annual Pink Floyd Experience concert (Bruce Mason Theatre), 2 performances, [redacted] NZ Hair & Beauty Expo 2024, (Viaduct Events Centre), 2 event days, [redacted]</p> <p>• Announced two musicals landing in 2024, Elvis the Musical, (Civic Theatre), October, 20 performances; Lord of the Rings the musical (Civic Theatre), November into early December, 40 performances</p> <p>• TOLU – Pacific Dance Festival 2024 (Kiri Te Kanawa Theatre). In a partnership with Pacific Dance New Zealand and NZTrio. Auckland Live supported a two show only showcase of Pacific music and dance. The work showcased music drawn from Samoa, Tonga, Cook Islands, Tahiti, Hawai’i and Aotearoa that was arranged specifically for the NZTrio and accompanied by dancers from Pacific Dance New Zealand.</p>	<p>• A revised TAU Major Event Strategy will form part of <i>Destination Auckland 2025-2035</i> work. [redacted]</p> <p>[redacted] A degree of alignment with central government strategy will ensure optimisation of the Major Event portfolio.</p> <p>• SailGP contract fully executed and on water and on-land locations for event confirmed, with detailed planning for event underway. TAU has contracted a dedicated SailGP Project Lead. [redacted] will retain close oversight of planning and delivery to ensure seamless delivery. As the first event delivered at Wynyard Point, partnership with landowners to ensure full collaboration will be key to the event’s success.</p> <p>[redacted]</p> <p>• Development of the Gay Games 2030 Bid Book and Video is progressing as planned for submission by 1 August, [redacted] and with [redacted] projected benefits including 106,000 bed nights and a \$21m GDP impact, positioning Auckland strongly for hosting rights.</p> <p>[redacted]</p> <p>• Moana Auckland 2025 is progressing with draft programme and event activity identified. Internal and external scope of work programme in development. Dates for festival to be confirmed by end of July and communicated internally.</p> <p>• BNZ Diwali Festival is the next TAU-owned event to be delivered (in October) and planning is on track.</p>	<p>Auckland Conventions Venues and Events (ACVE)</p> <p>• ACVE delivered [redacted]</p> <p>• The team contracted 22 future events with a value of \$170,802 (venue hire value). Tough economic climate impacting business events. Notable contracted events were [redacted]. Of the contracted events, [redacted] of the events and [redacted] of the revenue were for VEC; [redacted] of events and [redacted] of the revenue for Auckland Zoo.</p> <p>• ACVE secured [redacted] with a net revenue value [redacted]</p> <p>• [redacted]</p> <p>• [redacted]</p> <p>• NZICC Impact report key client and supplier meetings held. Meetings with ACB and hotels, final report pending.</p> <p>Auckland Convention Bureau (ACB)</p> <p><u>Notable bid submitted:</u> [redacted] with total impact estimated at \$4.89m and 1,800 attendees.</p> <p><u>Notable business events secured:</u> FOSS4G via OSGeo in 2025, with total impact estimated at \$1.36m and 615 total attendees.</p> <p>There are 89 future business events confirmed for Auckland (to 2029) as a result of ACB’s support with an estimated future economic value of \$77.3m.</p>
<p>City Wide Events Calendar timelines S7(2)(f)(i),(h),(i) LGOIMA 1987</p>		
<p>• City Wide Events Calendar core team established to direct the implementation of the calendar to internal and external stakeholders</p>		

S7(2)(f)(i),(h) LGOIMA 1987

S7(2)(f)(i),(h),(i) LGOIMA 1987

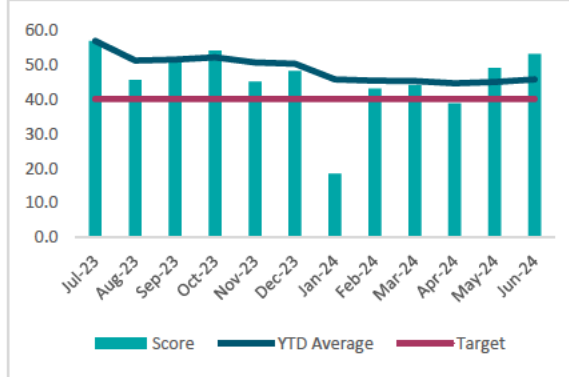
KPI RESULTS

Ticketed attendance Performing Arts (cumulative)



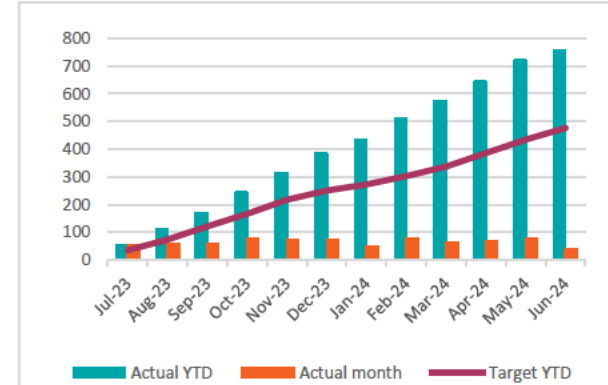
Ticketed attendance was **below target** at the end of June, at 593k

NPS for TAU audiences and participants Performing Arts



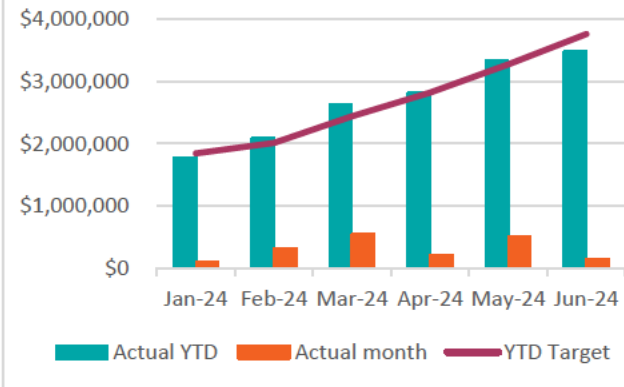
Performing Arts' NPS score year to date is tracking **above target** at 45.6 YTD

Number of Performing Arts events



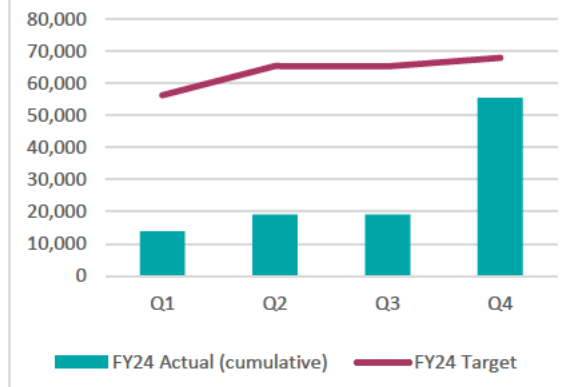
The number of Performing Arts events (758) was **above target** of 476 at the end of June

Performing Arts Financial YTD EBITDA



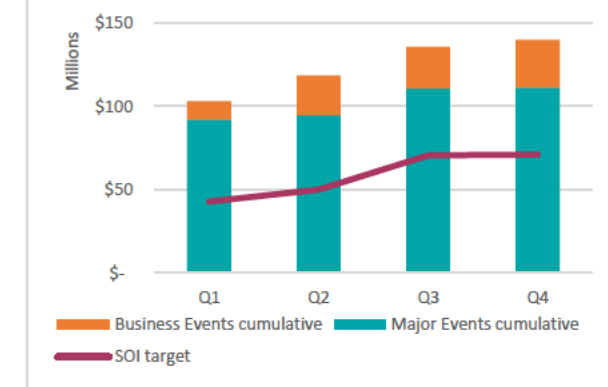
Performing Arts YTD financial EBITDA was **below target** - \$3.48m at the end of June, against a target of \$3.76m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

No. of children participating in educational experiences at Performing Arts (cumulative)



Performing Arts **has not achieved** its year-end target. **Note:** results have been revised downwards from those previously reported following a year-end review of all results.

Contribution to regional GDP from major & business events

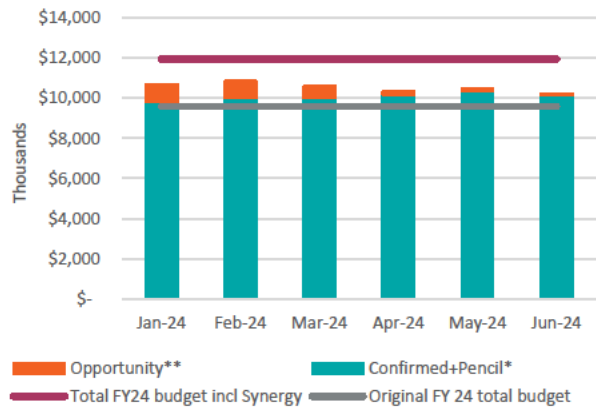


YTD SOI **target has been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed more than \$87m to regional GDP.



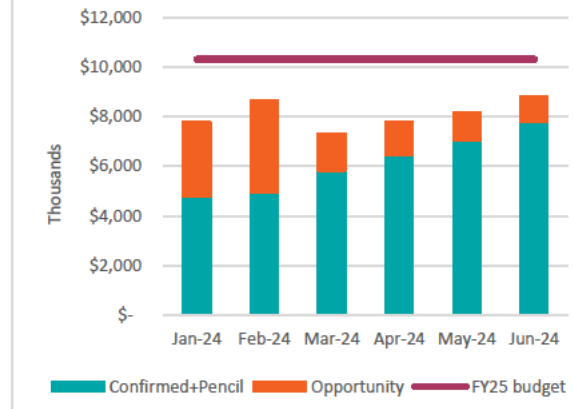
SOI measure or component of SOI measure

ACVE FY 2024 Forecast YE Revenue vs Budget



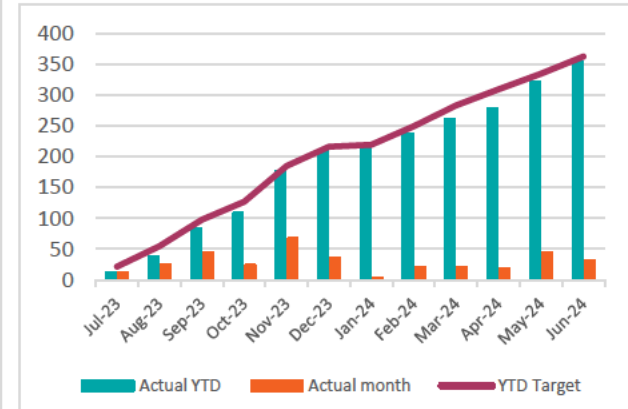
At \$10.15m, confirmed events are tracking -15% on the FY24 budget. VEC comprises 42% of revenues and Aotea 30%.
 *Confirmed category includes confirmed events and 1st Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held)

ACVE FY 2025 Forecast YE Revenue vs Budget



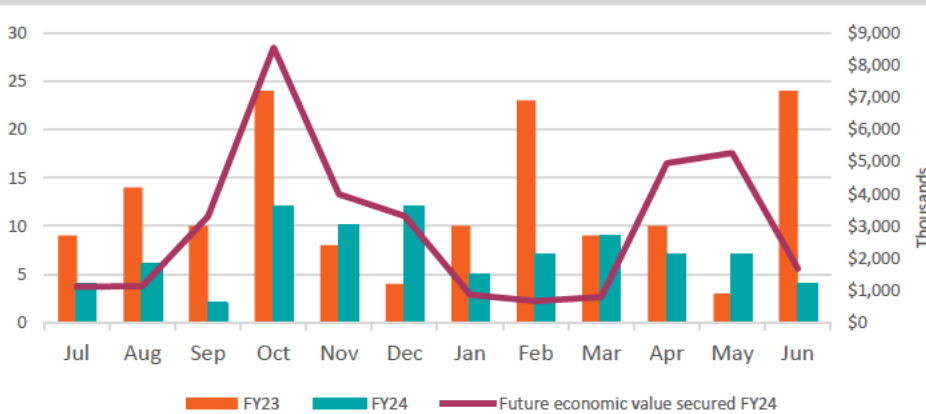
ACVE FY25 budgeted venue revenue is \$10.3m. Based on current bookings, \$7.78m of this revenue is confirmed, 76% of YE Budget. A further \$1.02m of opportunities is in the pipeline.

ACVE Number of events (cumulative)



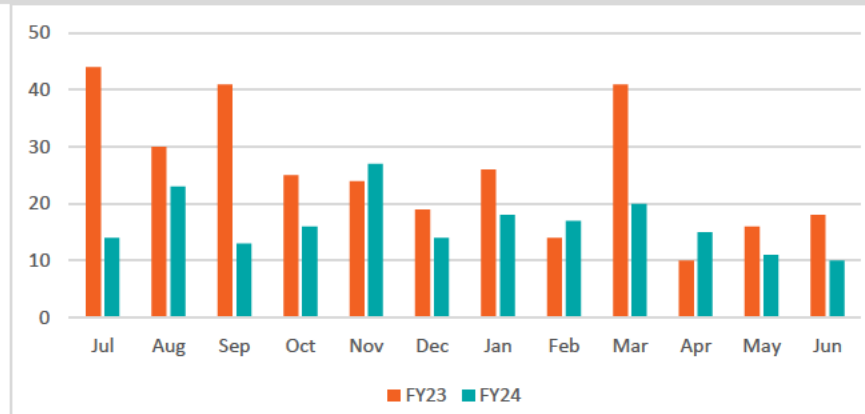
The number of ACVE events was slightly below target at the end of June at 354 events (target 362)

Auckland Convention Bureau - business events secured



ACB helped to secure **4 new business events** for Auckland in **June** with an estimated **\$1.7m** of future economic benefit to the region. Three events are for 2024, and one is due to be held in 2025.

Auckland Convention Bureau - new opportunities supported



In June, ACB generated or assisted with **10 new business events opportunities** for Auckland with dates through to 2028 and an estimated economic value of **\$6.8m** if all were to be secured.

Facilities

Auckland Zoo

- **YTD visitation was 857,635**, 50K ahead of target and the **highest visitation on record** **June visitation** benefited from good weather across both holiday weekends and was 16.5% ahead of target at **70,195** 13K higher than the previous highest for June.
- **June revenue** from all sources was \$1.25m, 20.4% ahead of budget and **YTD \$14.2m**, 9.8% ahead of budget.
- The Zoo celebrated **National Volunteer Week** Auckland Zoo volunteers clocked up **28,748 volunteer hours** in the last year (approx. 2400 hours per month)
- With funding from the Auckland Zoo Charitable Trust, the Zoo has re established the Australasian hub of the **IUCN SSC Conservation Planning Specialist Group** (CPSG). This will provide a fantastic new resource for multi stakeholder planning and implementation of crucial conservation initiatives here in Aotearoa and further afield.
- An experienced bird keeper was seconded to **SOPManu** (French Polynesian Ornithological Society) for the whole month to care for **Fatu Hiva monarch** and warblers raised in human care in the ground-breaking project on Fatu Hiva. This is without doubt, one of the most challenging and eleventh hour rescue initiatives for one of the world's most endangered birds (~20 monarchs in existence).
- The **conservation learning** team connected more than **4500 rangitahi** in May. This included 863 who benefited from one of the online learning sessions.
- Along with design workshops for **Masterplan Stage 3**, a number of smaller capital projects commenced in June, including good progress on the **Perimeter Hardening Project** along Old Mill Road, the stonewall base has proven to be an effective methodology to address the steep and uneven grade.

NZ Maritime Museum

- Work has begun on the upcoming Shackleton exhibition in partnership with Antarctic Heritage Trust. This will be the first exhibition produced in the temporary staffing structure managing NZMM's broader gallery renewal project.
- The gallery renewal project team accepted the ideation document produced by Workshop E outlining headline content and phasing. Work has begun with CapEx team to create formal documentation and cost proposals for the first stage
- The collection storage move is nearing completion, with remedial work to be undertaken before collection move begins in earnest. This will be preceded by a blessing to the new space offered by Ngāti Whātua o Orākei.
- Conversations have advanced with the Australian National Maritime Museum over two points of partnership the potential for NZMM to send its first touring exhibitions *Always Song in the Water*, and the Hobart Wooden Boats Festival.

Auckland Art Gallery Toi o Tāmaki

- **Visitation Grand Total for FY24** was 507,507 which was a +21% increase on 420k target, averaging just under 1.4k daily visits across 365 days. **Retail** had a strong finish to the year tracking 4.66% above target which was an achievement given two exhibitions (Modern Women and Walters Prize 2024) were moved from FY24 to FY25 year. **Membership** sales for June were up +12% against target and tracking well to make overall target. Due to Guo Pei Fashion Fantasy Ball and well performing lectures series Members events surpassed target by +125% for FY24.
- **Matariki Ahunga Nui** programming (28 June) made up 2225 visitors of the grand total through food trucks, Matariki inspired crafts and performance: kapa haka, spoken word poets, Majic Paora, and impending performance by renowned choreographer and dancer Taane Mete (13-14 July). This was the third year of Matariki celebrations at the Gallery and highest day of visitation since Guo Pei exhibition closed. Matariki inspired Whanau drop-ins continue to attract strong weekend attendance supported by free Matariki hemed tamariki Kids and Whanau guide. Director and Gallery staff attended Umu Kohukohu Whetū dawn ceremony at Takaparawhau by Ngāti Whātua at Ōrākei Marae.
- **Pacific Dance NZ's 2024 Festival** collaboration included hosting Open Rehearsals of TOLU, providing a behind the scenes look at dance performances and a ei katu making workshop with Aunty Kura Taruia with a curated playlist of dance performances from across Aotearoa in the form of **DanceOnScreen**.
- **Taimoana | Coastlines: Art in Aotearoa** exhibition latest instalment opened (15 June) featuring recently acquired William Strutt painting – believed to be the earliest oil painting of a haka. This was accompanied by very positive national press coverage led by the Gallery and TAU comms team.
- **TAU Māori Outcomes rōpū supported Curatorial** through the Senior Curator Māori Art and Curator Pacific Art travelling to Hawai'i to participate in and represent TAU/Gallery at *FestPAC* and *Hawai'i Contemporary*, two major international sector events for Pacific arts.
- **Two new high-school student exhibitions under preparation at the Gallery** to showcase their work in *Beyond The Walls: Art as a Community Catalyst* and the *Pat Hanly Creativity Project*. These will be exhibited in Lower Ground Foyer.
- **Delivery of a Curatorial Writing bootcamp for University of Auckland** is being led by the Learning team with the Publishing, Library and Curatorial teams as part of a 20 week collaborative Art Writing and Curatorial Practice paper.
- **Artist Zarahn Tūwharetoa Southon led a sold-out ticketed event** for *Adult Learning Portrait Painting Workshop* (22-23 June), with positive feedback.
- **Kia Whakahou, Kia Whakaora Heritage Project PHASE 1** is nearing completion with the scaffolding on Wellesley St East side of building due to come down (18 July 2

- Director of NZMM, Vincent Lipanovich, appointed Vice President of the Intl. Congress of Maritime Museums, which he has been a trustee of since 2019

Auckland Stadiums

- June provided a strong finish to FY24 with Stadiums venues hosting 112.5 event days with a total of 61,298 attendees. Across FY24 its venues hosted a total of 776,164 attendees, including 526,493 attendees at ticketed events. 86% of the ticketed attendees related to events at Go Media Stadium.
- Project management firm Pragmatix appointed to lead next stage of master planning work at Go Media Stadium. [REDACTED]
- Auckland FC commenced operating out of North Harbour Stadium in the first week of July. While construction of gym facility is on hold, pending building consent, training commenced on Oval fields and a temporary arrangement to use Moana Pasifika’s gym facilities on Level 3 has been entered
- Stadium management approved a trial for upcoming NPC season whereby North Harbour Rugby will deliver their own food and beverage operation for fixtures. The results of the trial will help inform future options for smaller events. [REDACTED]
- Go Media’s renewal of naming rights relationship at Mt Smart for at least four more years was announced on 10 July Following Go Media speaking publicly of its intention to deliver a second replay screen at Go Media Stadium, planning is being prioritised to realise the delivery of this project as quickly as possible.

Aotea Arts Quarter

- A cross TAU group is now in place to focus on the Aotea Arts Quarter with the opening of the City Rail Link station, due in 2026. The TAU group is led by Director Economic Development, and the Director Performing Arts [REDACTED]

August 2024) now that the remediation work has been successfully completed. Hoardings will remain in place as part of construction site requirements.

Film Studios

[REDACTED]

Integrating Auckland’s cultural institutions

- Council is leading work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board.
- A political working group led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM.
- There has been a meeting between representatives of TAU, including the Board Chair, and the MOTAT Board, to discuss potential further collaboration and desired outcomes from the PWG process
- In July, there are scheduled two further PWG meetings one with TAU Board representatives to discuss TAU’s position, and a final one at which a draft recommendation to governing body will be decided.

Western Springs Precinct

- [REDACTED]

Single Operator Stadiums Auckland (SOSA)

- [REDACTED]

S7(2)(f)(i),(h),(i) LGOIMA 1987

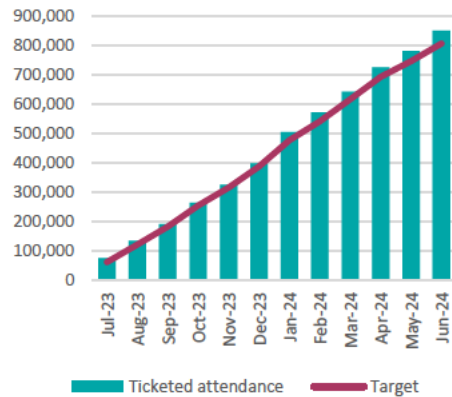
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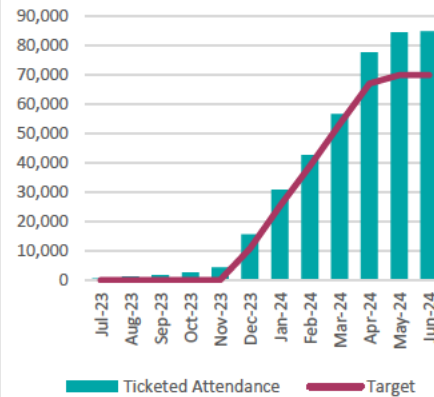
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative)



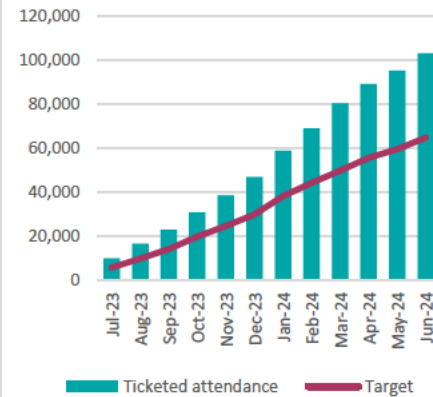
The Zoo's ticketed attendance is **ahead of target** at 851.5k YTD

Auckland Art Gallery ticketed attendance (cumulative)



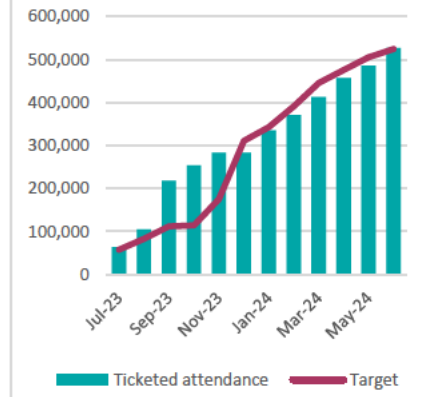
The Gallery's ticketed attendance is **above target** at 84.9k YTD

NZ Maritime Museum ticketed attendance (cumulative)



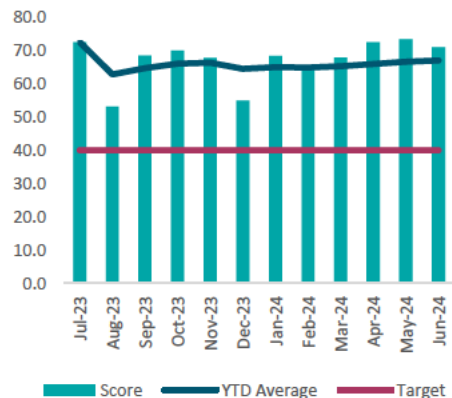
The Museum's ticketed attendance is **above target** at 103.3k YTD

Auckland Stadiums ticketed attendance (cumulative)



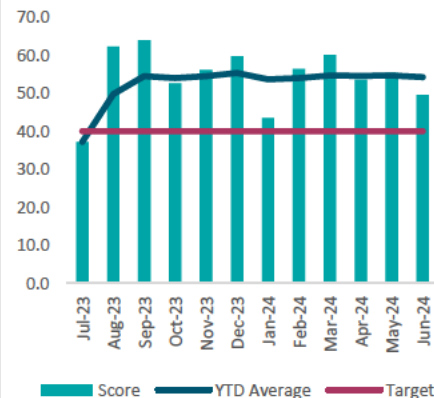
Auckland Stadiums' ticketed attendance is **ahead of target** at 526.5k YTD

Auckland Zoo NPS



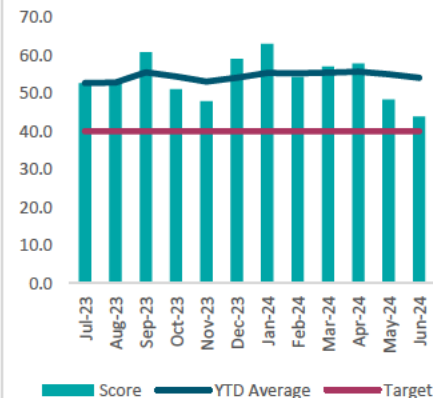
The Zoo's YTD NPS is tracking **ahead of target** at 67.0

Auckland Art Gallery NPS



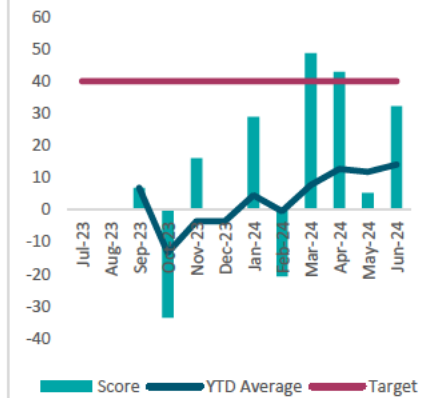
The Gallery's YTD NPS is tracking **above target** at 54.2

NZ Maritime Museum NPS



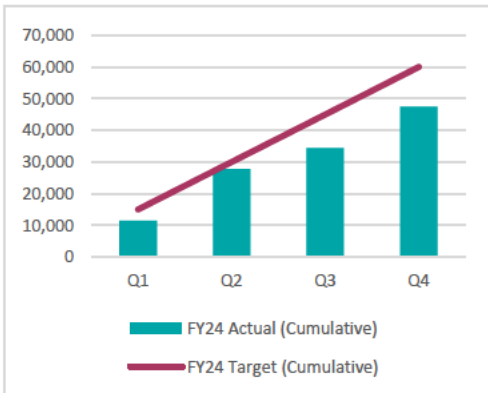
The Museum's YTD NPS is tracking **above target** at 54.1

Auckland Stadiums NPS



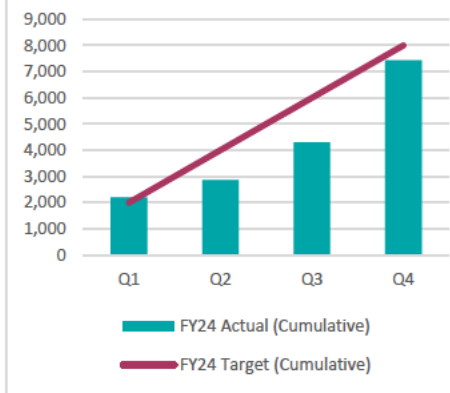
Auckland Stadiums' YTD NPS score is tracking **below target** at 14.0.

No. of children participating in educational experiences at Auckland Zoo (cumulative)



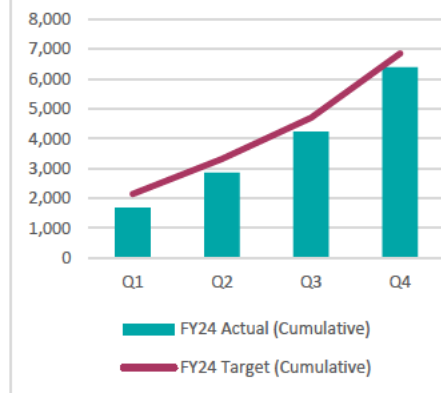
YTD Q4 results for the Zoo were **below target**

No. of children participating in educational experiences at Auckland Art Gallery (cumulative)



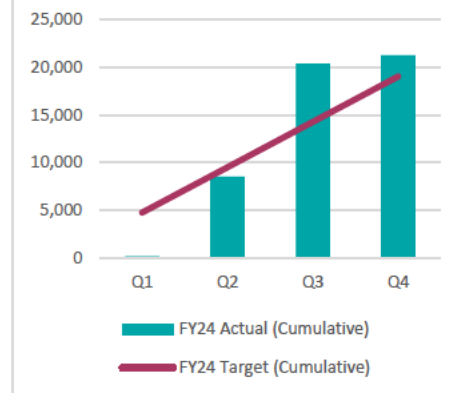
YTD Q4 results for the Gallery were **below target**

No. of children participating in educational experiences at NZ Maritime Museum (cumulative)



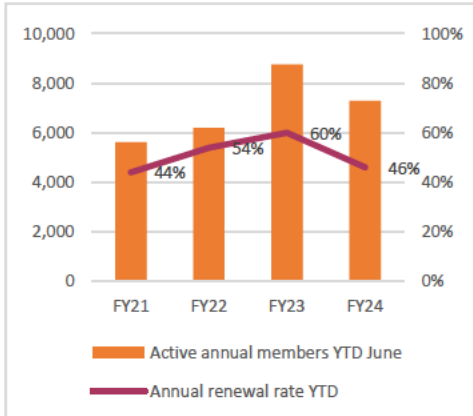
YTD Q4 results for the Museum were **below target**

No. of children participating in educational experiences at Auckland Stadiums (cumulative)



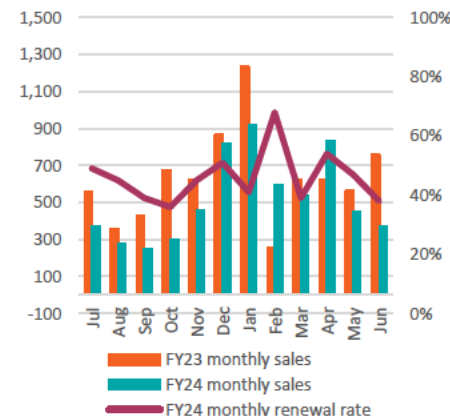
YTD Q4 results for Auckland Stadiums were **above target**

Annual Auckland Art Gallery membership



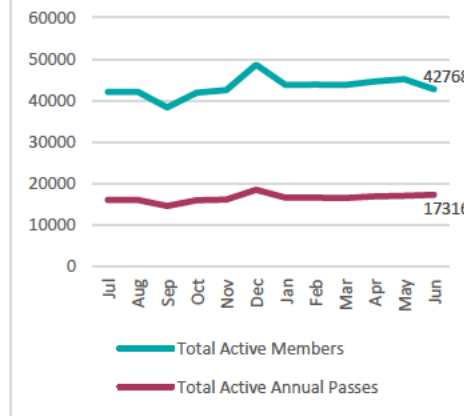
The Gallery's YTD average renewal rate is 46% and there are 7279 active members at month end.

Monthly Auckland Art Gallery membership



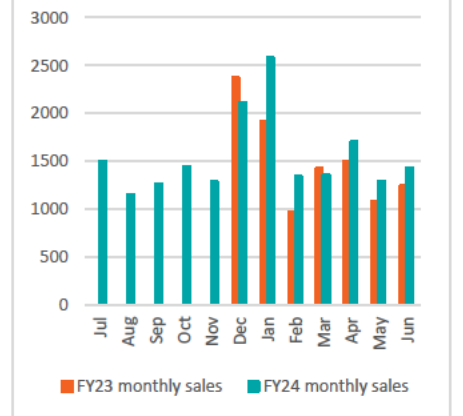
Monthly renewal rate was 38% in June and 375 memberships were sold.

Annual Auckland Zoo membership



At the end of June, the Zoo had 17,316 active passes and 42,768 active members

Monthly Auckland Zoo membership



1429 Zoo memberships were sold in June, slightly more than in June last year (1245).

Economic Development

Visitor Economy	Economic Transformation activity
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> Destination Auckland Partnership Programme (DPP) – The FY25 Programme has 97 companies registered. [REDACTED] <p>DPP industry event held on 12 June in conjunction with Hospitality New Zealand saw more than 180 industry attendees.</p> <p>Tourism Media (DPP) Harpers Bazar Famil content generated 2.7m reach and featured 9 DPP partners.</p> <p>Cruise – the first winter cruise ship Pacific Explorer arrived on 8 July. Protestors from Climate Liberation Group assembled on Queens Wharf and are likely to protest at each ship arrival. The team is working with key parties to ensure the safe y of passengers and general public. 44,000 cruise ship passengers are due to arrive this winter.</p> <p>Trade marketing Staff attended Kiwi Link India 10 12 July and trained 150+ agents and partners</p> <p>Māori Tourism Emmy® Award winning travel show <i>Bare Feet with Mickela Mallozzi</i> filmed two episodes in Auckland, showcasing Māori culture and Matariki, with April 2025 live date across PBS stations (North America). Leverage included Mickela appearing on TVNZ Breakfast show. This project was instigated at the first North American Roadshow in New York 2022.</p> 	<ul style="list-style-type: none"> Auckland Economic Monitor Launched on 29 July, with aggregates of key data on Auckland’s economy and its performance since 2019. This was delivered with the support of PwC and the council’s Chief Economist unit. This will be socialised in August and September, alongside year 2 of the State of the City: Benchmarking āmaki Makaurau report. Pacific Skills shift and Project Ikuna The Pacific Partnerships team presented to Minister Melissa Lee on the success of Project Ikuna on 12 July. Conversations are ongoing with MBIE about funding of a further phase of the project, with decisions to be made in August. City Centre and Port – Working towards a launch of a City Centre Prospectus in [REDACTED] and supporting Eke Panuku in codesign work around the release of the central wharves back to council Economic intelligence – Ongoing support of rōpū wide projects including the GridAKL Economic Impact assessment; Te Puna Creative Innovation Quarter; Business Events research and Screen Economic Impact work.
Screen & Creative	Tech & Innovation
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> Te Puna Creative Innovation Quarter Sublease signed for Whoa! Studios and capital fitout plans underway. [REDACTED] <p>[REDACTED] hosted Labour caucus members at their request. [REDACTED]</p> Big Screen Working Group established [REDACTED] Auckland Screen Taskforce hosted Minister Goldsmith (June 11) to visit South Pacific Pictures (Shortland Street), Auckland Film Studios and Department of Post. [REDACTED] Screen Auckland cited as a Best Practice Agency a report for Association of Film Commissions International (AFCI) (out of 360 film offices in 40 countries) by global screen consultancy Olsberg SPI. 	<ul style="list-style-type: none"> Startup Aotearoa programme (funded by Callaghan Innovation) continues to support entrepreneurship in June with 49 x founders engaged with GridAKL Advisors. NPS score of 89 overall. Industry focussed capability programme delivered GridAKL Bootstrappers breakfast, GridAKL Get Market Ready, GridAKL Legal Advisory session, Auckland Aerospace ‘design humanities future’ hackathon and Future Wynyard 2050 hackathon Funding secured via Auckland Council Ngā Matarae Māori Outcomes fund to support growth of Te Ngahere/GridMKN and Reserve entrepreneurship hubs (and Te Puna Creative Innovation Quarter) across FY25 FY27 Ngahere Communities moved GridMKN hub into new larger premises at 57 Cavendish Dr, Manukau expanding the entrepreneurship offering the south. The GridAKL Innovation Network continues to grow with 129 companies/901 individuals at GridAKL 17 companies/52 individuals at Click Studios, 7 companies/41 individuals at GridMKN.

Investment and International

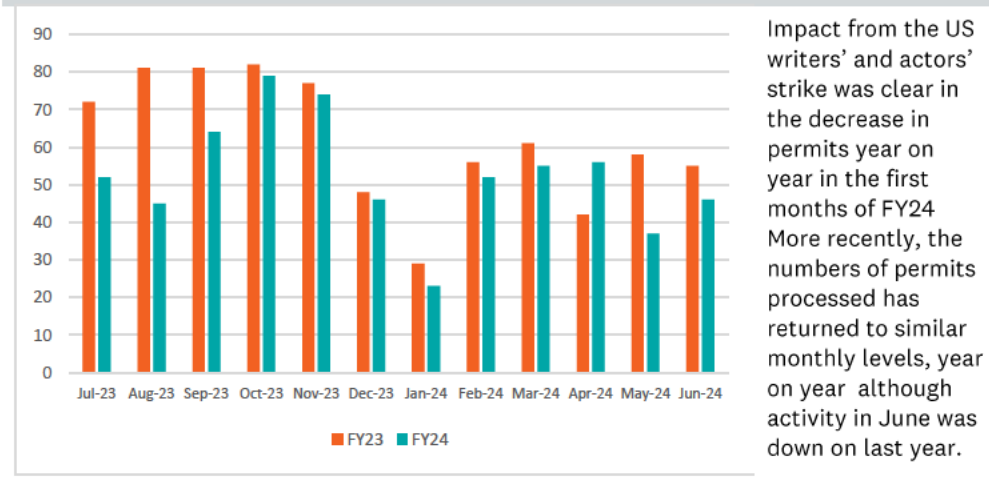
- TAU presented to a significant **Business France-led delegation** of cleantech companies. The visit showcased Climate Connect Aotearoa and outlined TAU’s role in business attraction. Individual follow up meetings have been held with several of the companies as a result.
- Aventura the developers of the Auckland Surf Park in Dairy Flat announced that the resource consent has been granted for its planned surf park at a media event which the Mayor attended. Works will commence in October 2024 with completion expected by early 2027. This initiative is expected to boost local employment and tourism with more than 400 jobs created during construction and 120 positions once operational contributing an estimated \$600m to the economy over its lifetime. The cost of the park is \$100m and it will be privately funded. In addition, Spark is developing a data centre on site that will heat the surf lagoon, which is a world first.

Te Tāruke-ā-Tāwhiri: Auckland’s Climate Plan (Economy Priority)

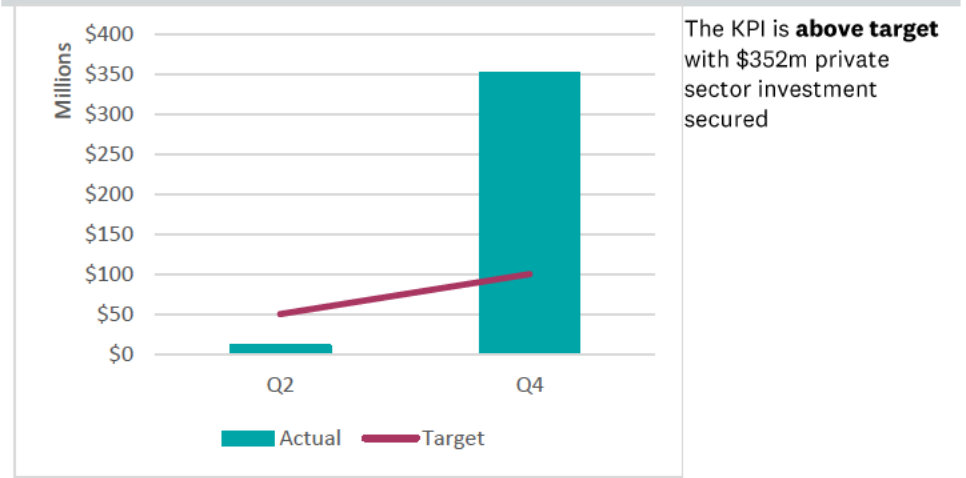
- Action E2: Climate Connect Aotearoa (CCA)**
- Delivery of the inaugural Mātauranga Māori & Climate Innovation Hui, with 115 people in attendance. Post hui content development for He Kete Mātauranga and collation of survey feedback.
 - Delivered ‘Future Wynyard 2050’ in partnership with Datacom, IBM, CCA and GridAKL. Build up to the two-day hackathon event included a virtual launch event, training sessions and a live pitch webinar. The winning team presented an investor platform to promote solar panel placement on multi tenanted buildings returning power sales to investors, the platform, and building owners.
 - Counties Energy has confirmed it will install the panels with 100 per cent of energy to be used for the energy sharing pilot. Phase 1 of Community Battery research has been received.
 - SME Adaptation Platform deliverables with external consultant finalised. Video content under development.
 - CCA has now reached 3k followers on LinkedIn. As of June 2024, ClimateLink has attracted an average of 1091 views from 400 users each month since launch.

KPI RESULTS

Screen permits processed



Attributable value of private sector investment secured 

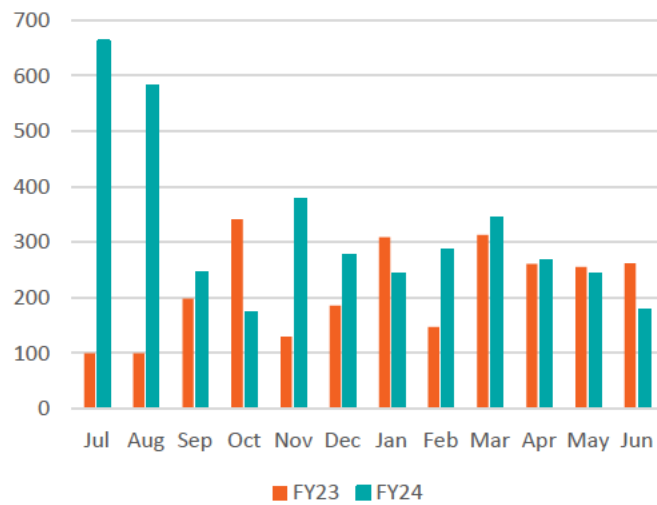


Brand and Reputation

Visitor	Events	Cultural Organisations
<ul style="list-style-type: none"> • Newscorp (AU) partnership ended 30 June with article page views (40k) above goal and dwell time (3.58m) above benchmark • Qantas Travel Insider (AU) article in market with EDM content / digital display assets to drive traffic. • Domestic digital burst ended 23 June driving autumn/winter consideration via 71,000 webs clicks. • Creative development and media planning of 2+2 = 2 Easy AKL+ROT consumer campaign progressed. • Emmy® Award winning US TV show <i>Barefeet</i> filmed 2 episodes over Matariki, showcasing Māori culture. On air on PBS, April 2025. Domestic coverage of visit and TAU support on TVNZ Breakfast show. <ul style="list-style-type: none"> • <i>Harper's Bazaar</i> TAU famil content generated: How to spend a luxe long weekend in Auckland 2.7m reach, features 9 DPP partners • Proactively newsjacked Piha Beach being crowned the best beach in the world by Big 7 Travel resulting in 3 pieces of coverage. 	<ul style="list-style-type: none"> • Winter campaign, integrated with 'Happiness is...' campaign live from 1 July across social, creator content and <i>Denizen</i> channels; media release <i>Find your Happy in winter</i> with positive media pick up including Stuff. • Marcoms support delivered for drone show and David Nyika Road to the Title. • Media releases and PR activity for Winetopia, All Blacks games, Elvis and LOTR musicals • Wrap-around marketing support for MEETINGS 2024 inc. sales activity on LinkedIn, animatronics activation in partnership with Wēta Workshop Unleashed, edible art activation and Knowledge Hub video. • Supported the marketing of 45 event campaigns including World Choir Games and three Auckland Live marketing campaigns. • Ticketmaster paid social media for AL events; re targeting abandoned cart. Conversion \$1000 spent with \$76,534.84 ROI. • ACVE spaces for end-of-year functions advertised across 30 inner city business buildings 	<ul style="list-style-type: none"> • Walters Prize and Aotearoa Contemporary campaign 1 Jul 20 Oct across multiple channels in Auckland/NZ. Mediaworks secured as partner. Organic media secured 55 mentions of these and the William Strutt painting acquisition. • Zoo's Connect with Papatūānuku campaign live until Aug to drive engagement for Matariki/July. • Maritime campaign targeting Active Silvers live via radio, digital screens, Meta and OOH. • Strong digital ad performance for Sentinel with +120% page views attributed to P-Max ads, plus exposure on Discover Auckland and listing sites. • Auckland Stadiums ad campaigns helped drive 2x highest grossing matchdays ever at Lilyworld Bar with cumulative income of \$40k+. • Zoo achieved 247 pieces of media coverage or mentions including preparing Burma the elephant for move and continued coverage of retiring zookeeper Christine Tintinger.
Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> • 'Happiness is...' sentiment campaign launched to Aucklanders and fly/drive via billboards, video on demand, TVNZ, TV3, cinema, Meta, TikTok with sentiment, reach and awareness goals. aucklandnz.com/happy live with weekly release of 'Happy Guides'. Newsroom and RNZ media. 	<ul style="list-style-type: none"> • Auckland Economic Monitor PwC/ TAU report and microsite designed and developed by PwC. Release 29 July • Invest and International 1 April - 30 June results. Spent: \$6,638.68, Reach: 310,34, Engagements: 10,507 Clicks to landing page 3532 Gained 1128 followers • City Centre Proposition is in review, drone footage taken and video content being sourced. Soft Launch 19 August • Climate Connect Aotearoa He Kete Mātauranga Hui shared on Ako & Tākina • Energy Sharing Knowledge Hub article published • New CCA marketing dashboard created. 	<ul style="list-style-type: none"> • Launched Auckland Sentiment campaign 'happy guide to Auckland' microsite for user engagement. • Planning Auckland Pass Workshop to assess operational feasibility. • Exploring AI to enhance experience and personalisation development. • Developing Salesforce data integration expected completion end of July.

KPI RESULTS

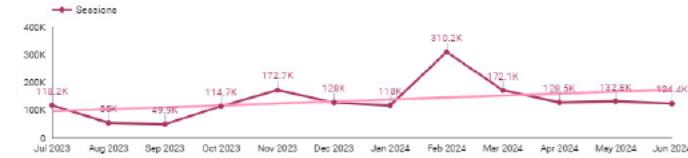
Media coverage mentioning TAU



A **30% decrease** compared to May: **NB This data only includes print coverage. TAU is transitioning to a new ACG media monitoring provider and data for TV & radio is currently unavailable.** In addition, some of the decrease reflects TAU's quieter winter event schedule, and the changing media landscape with the loss of key media outlets.

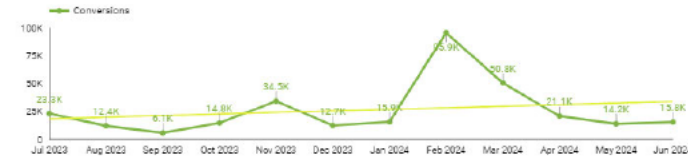
Discover Auckland Platform Performance

Sessions: Interaction of individual user with website within a specified time period e.g. a session initiates when a user opens website and no session is currently active



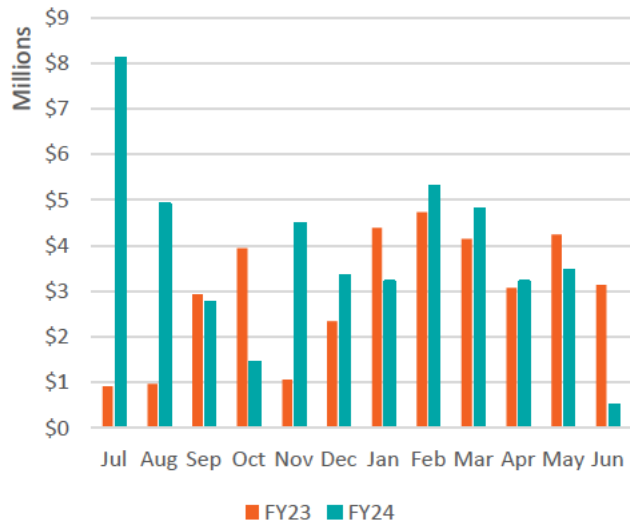
June sessions decreased by 6% vs May 22%. Increase in sessions for June 2024 vs June 2023. Average sessions per month over the last year are 135k.

Conversions: The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



In June, operator top links were Sea Life Kelly Tarlton's, Weta Workshop, and SkyCity. Top event links were Sentinel Exhibition at NZMM, Matariki Festival 2024 and Matariki Night Markets at SkyCity.

Equivalent Advertising Value (EAV) of TAU media coverage



A **150% decrease** from the month before. This reflects the lower number of media mentions achieved in June as well as the exclusion of TV and radio, whose advertising / media rates are valued higher than print and online. Coverage included Wynyard Quarter's broken bridge, speculation about Auckland hosting SailGP, a new wavepark for North Shore and bringing State of Origin to Auckland.

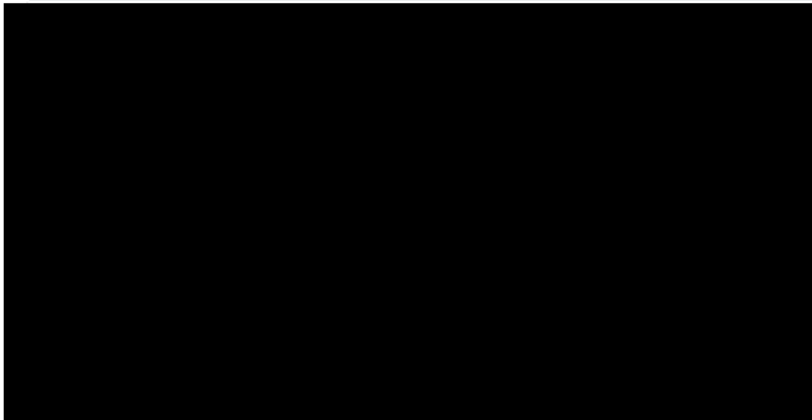
Top Cities - 1 June to 30 June

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	55,581	56%	64,233	50%
2. Christchurch	New Zealand	10,748	11%	12,019	10%
3. Wellington	New Zealand	6,507	7%	7,172	6%
4. Sydney	Australia	3,584	4%	4,116	4%
5. Melbourne	Australia	2,890	3%	3,355	3%
6. Hamilton	New Zealand	2,414	2%	2,713	2%
7. Brisbane	Australia	2,022	2%	2,280	2%
8. Tauranga	New Zealand	1,206	1%	1,336	1%
9. Whangarei	New Zealand	813	1%	972	1%
10. Lower Hutt	New Zealand	681	1%	757	1%

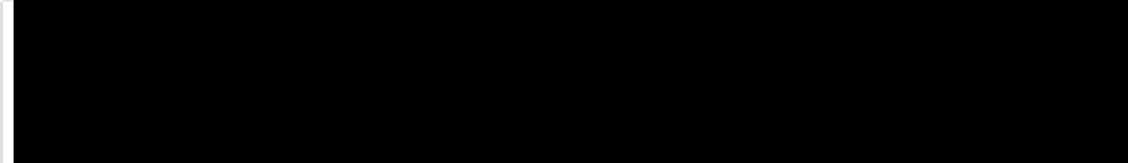
Top 10 cities remain same as May. Auckland continues to be the largest % of users of the site. 85% of the Australia users are from Sydney, Melbourne and Brisbane which are the primary target audiences. Top three countries are New Zealand (82%) Australia (10%) and US (2%).

Organisation and Social Enterprise

Group Shared Services (GSS) Implementation



ICT Enhancement

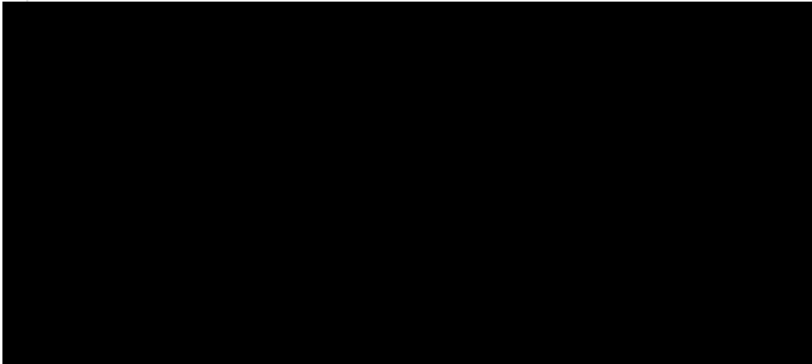


S7(2)(f)(i),(h)
LGOIMA 1987

- **Transition to Council Shared Services.** The move to standard End User Devices is progressing more quickly now, with 88% of permanents and 52% of casuals transitioned, forecast to be complete in . This transition will enable council to remediate a number of cyber security risks that have been identified.
- Work is progressing well across two streams system connectivity to ingest data and dashboard design which will support the launch of the **Dexibit** data analytics platform for CE reporting, The next phase will look at reporting at a more operational level.
- TAU has recently launched an **event portal**, a watershed development for the TAU Digital team, fully developed in house integrating a number of key platforms, including a user friendly web user interface, integration platform and Ungerboeck. In addition to providing enhanced functionality, it also delivers significant licensing cost savings, with 20 current users, but the potential for an additional 80 users
- The **Zoo Conservation Learning Online** system will launch in early August, providing free and paid for content, supporting both revenue and accessibility targets.
- The **Discover Auckland platform** is being iteratively developed to improve the customer experience, and to enhance the experience for users visiting our Major Events microsites, with the main goal of increasing visitor spend and number of nights. Research continues with industry partners in a number of areas, including sponsorships, personalised recommendations for users, and a proposed Auckland Pass a city pass for attractions and cultural venues.
- Discovery work is continuing at the **Gallery, to transform the website into a digital extension of the physical gallery space.** The Digital team is working closely with Contents and Channels team and with teams across the entire Gallery which require an online presence.
- The Digital Team has just completed its fourth **Big Room Planning day** which has cemented the way in which the Digital team plan and prioritises work across the organisation, developing value based prioritised roadmaps and backlogs for each rōpū and domain
- The Digital Team has just hired a **Product Owner of Data and Integration**, who will provide the leadership in this focus area for the upcoming year. Planning has already started on how go about changing the data culture and mind set for the organisation and implementing data governance practices.
- Refer to CE sub reports in Resource Centre for Customer Strategy/ CRM/eDM benefits dashboard.

S7(2)(f)(i),(i)
LGOIMA 1987

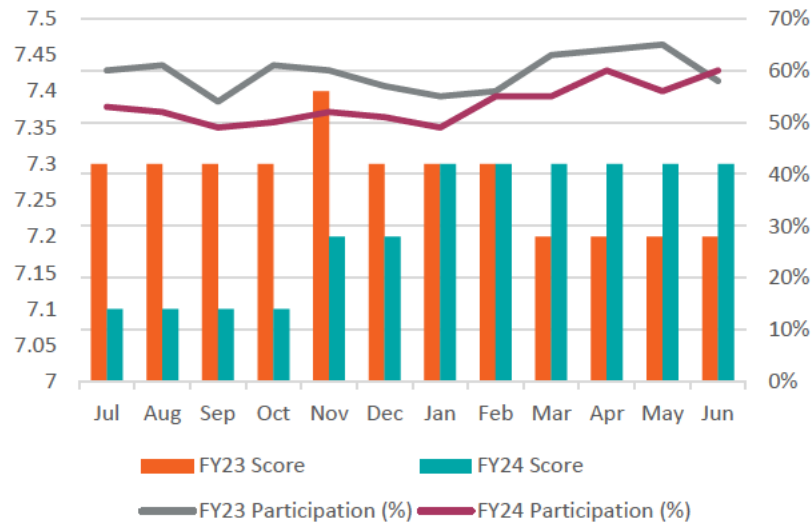
Commercial Revenue & Partnership Strategy



S7(2)(f)(i),(h),(i) LGOIMA 1987

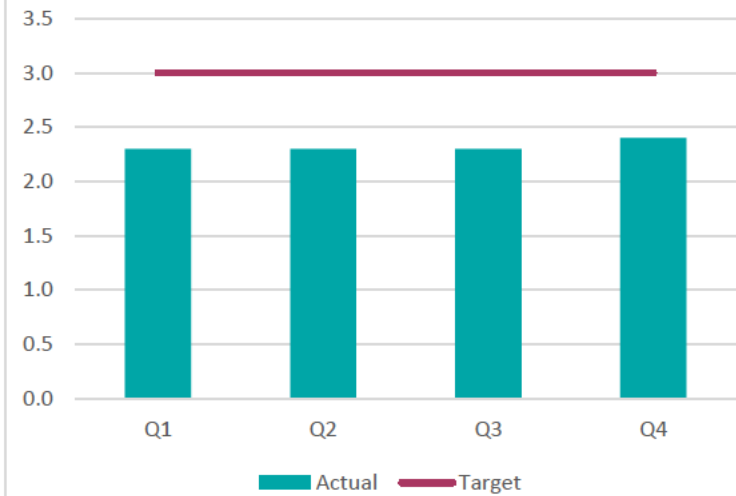
KPI RESULTS

OfficeVibe engagement score and participation



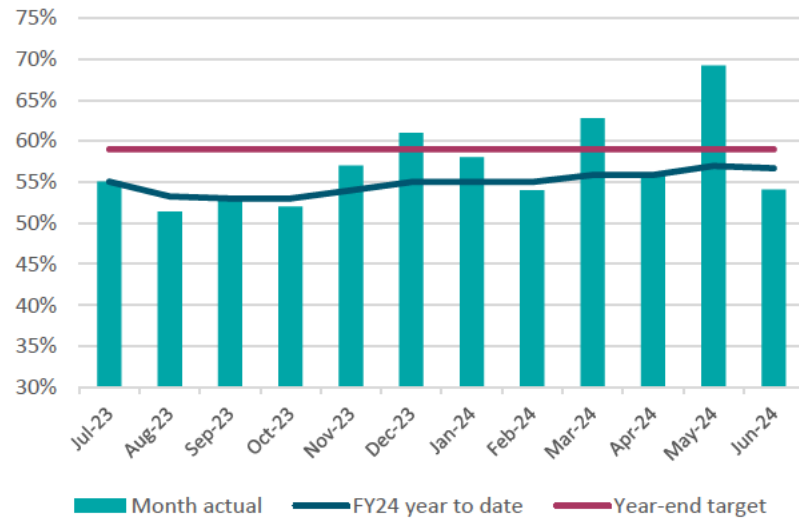
Participation has increased slightly this month to 60% but the engagement score has remained the same at 7.3 - the highest score since the beginning of the FY.

Cybersecurity posture



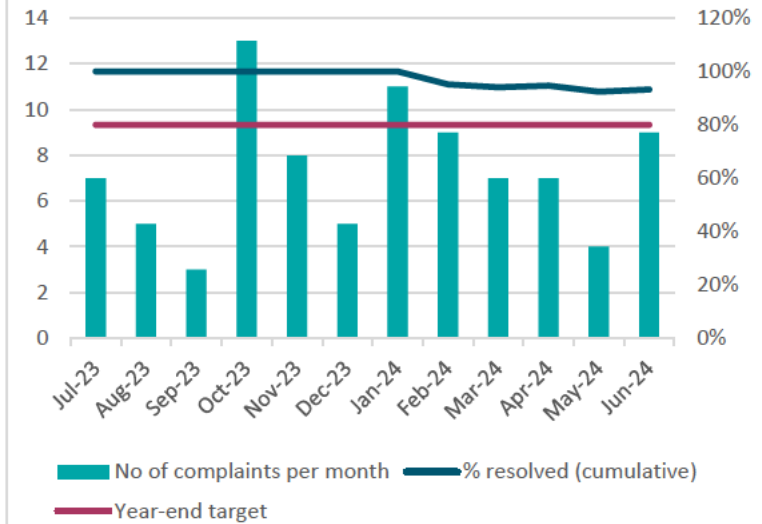
No cybersecurity breaches

% expenses through non-rates revenue



At 57%, the year-to-date percentage of expenses funded through non-rates revenue was below target of 59% at the end of June.

% of customer complaints resolved within 10 working days



93% of complaints had been resolved within 10 working days to the end of Q4. On target.

Māori Outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

- **Auckland Unitary Plan and Indigenous Filming Protocol Changes for Sites and Places of Significance to Mana Whenua (SPSMW):** Early July Mana Whenua authorities received an email summarising outcomes of engagement to date and TAU's understanding of their position. Asked to formally indicate support, support in principle, or oppose planned change to make temporary filming activities on SPSMW within council controlled public places a permitted activity subject to permitted standards. Next step is to seek delegated approval to publicly notify a proposed plan change. Public notification and submissions process scheduled for October 2024.
- **Māori Economic Development Strategy and Action Plan (MEDSAP):** Draft version awaiting feedback from steering group and internal stakeholders. Final draft aims to be presented to TAU Board by the end of September 2024. The key points to note about the strategy include:
 - MEDSAP is primarily an implementation tool for TAU.
 - There are 10 key moves that promote partnering with Māori by leveraging TAU's capabilities in the experiences and events, taonga and venues, Auckland's reputation and Auckland's prosperity focus areas.
 - The MEDSAP also aims to lay a foundation over the next two years with a view to building a bridge towards the next LTP cycles.
- **National Iwi Chairs Forum 1-2 August:** TAU is supporting Ngāti Whātua with preparations for this event. It is an opportunity to present an update about the Māori economy in Tāmaki Makaurau and also discuss economic development.
- **Māori Economic Hubs:** LTP Māori Outcomes Fund funding confirmed in May 2024: \$3.36m investment over three years (FY25/27) in three hubs (new hub in Te Puna Creative Innovation Quarter in Henderson, and existing hubs ReserveTMK in Glen Innes and Te Ngahere in Manukau), along with development and delivery of evaluation and insights. Funding Agreement between TAU and the council drafted and with the steering group for review before approval by CE and the council.
- **Te Puna Creative Innovation Quarter:** Work underway includes development of Kaupapa Māori operating model; sourcing and engaging delivery partners for five initiatives delivered in first three years. Programmes will commence in Q3 FY24/25. Close partnership with Te Kawerau ā Maki. Work underway on Māori engagement plan that broadens engagement over time to other Mana Whenua and mātāwaka in the west. Hub programme team working with TAU Research and Insights and Māori Outcomes on Kaupapa Māori evaluation approaches, with application across the hubs and potentially more broadly to Kaupapa Māori initiatives and projects. valuation approaches and measures will be built into agreements with delivery partners.
- **ReserveTMK and Te Ngahere:** Finalising three year investment agreements with existing hub operators.

Kia ora te Ahurea | Māori Identity and Culture

- **Showcasing Te Ao Māori:** In June, TAU hosted the award winning US Travel show *Barefeet with Michela Mallozi* and sponsored two episodes featuring Māori culture, dance, song and kai, with a focus on the special significance of Matariki and Māori performing arts. Filmed over six days, the episodes will showcase the new Ngāti Whātua Ōrākei waka, a Umu kohukohu Whetū ceremony, the *Waimahara* art installation in Myers Park, the Whatua te ao Matariki showcase, Te Kahui o Matariki installation, Haka on Eden Park and a private tour of the All Blacks Experience. During the hosting, Michela Mallozi featured on *Breakfast with Jenny May Clarkson*, generating positive publicity for TAU and Ngāti Whātua Ōrākei. The episodes will air in 2025 across US platforms and channels, with a special Tāmaki Makaurau screening planned for stakeholders.
- **Indigenous Cultural Festival:** Works continues to support the development of a Māori led cultural festival for Tāmaki Mākaaurau. Māori Outcomes and Major Events have agreed to draft Terms of Reference to assist Mana Whenua Forum representatives in developing a governance structure. TAU is also renegotiating the festival development concept proposal to ensure the new governance structure will have the opportunity to re examine the brief.

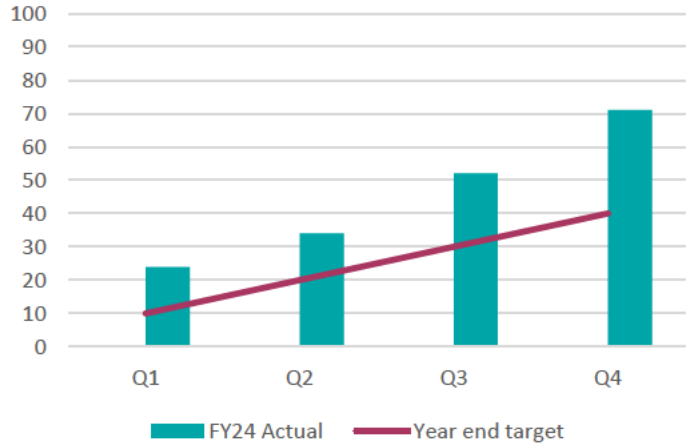
- **Tourism/ACB:** Throughout June, ACB and Tourism Economy teams hosted several familiarisation tours for the Business Events and Trade sectors, highlighting key Māori tourism businesses such as Te Hana, Te Mahurehure, and Te Wehi Haka (The Haka Experience). Additionally ACB incorporated a cultural storytelling element, featuring Dane Tumahi and Kingi Makoare from Ngāti Whātua Ōrākei, providing a moving introduction to Māori culture.
- **Auckland Convention Bureau:** ACB partnered with Dane Tumahi (Ngāti Whātua Ōrākei) to create *Welcome to Tāmaki Makaurau* video for international bid presentation in Milan, Italy. This bid was to host next World Congress on Earthquake Engineering which would attract up to 3500 visitors to Auckland if successful. The video can be viewed [here](#)

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- **Whāia te Ao Māori project:** Following the pilot programme at Auckland Art Gallery Toi o Tāmaki in 2023, the New Zealand Maritime Museum will be the second rōpū to undertake this self reflection into how TAU is serving and meeting its commitments to Māori outcomes in Tāmaki Makaurau. The procurement of a Kaupapa Māori research agency was completed in June; the research phase will commence late July/August; and a final report and set of recommendations is expected at the end of September.
- **He Waka Kōtuia Te Tiriti Audit:** In June, the council wide Houkura Independent Māori Statutory Board Te Tiriti audit, a process conducted every three years, was completed and the audit report presented to the Joint Governing Board. Conducted by PwC, the audit assesses the council group's performance in giving effect to its legislative obligations, aiming for continuous Māori outcomes improvement. The report noted that while there has been progress since the 2021 audit, further work is needed to ensure what the council delivers, and how, is better informed by the priorities of Mana Whenua and mātāwaka, and also delivers on the benefits and outcomes set by the council. This includes enhancing leadership and accountability for council mahi in this area; strengthening relationships and partnerships with Mana Whenua and māāwaka; and improving prioritising, evaluation and reporting on the achievement of Māori outcomes and mahi objectives. A copy of the report can be found [here](#)
- **Cultural Capability Framework:** The purpose of this project is to establish a Māori Outcomes cultural capability learning ecosystem that supports, resources and evaluates Māori responsiveness capability and capacity within as a critical enabler for delivering Te Mahere Aronga, 2024-26, our Māori Outcomes Plan. Treaty People have been engaged to deliver Te Tiriti o Waitangi workshops, with excellent feedback received from participants in the first workshop. Procurement is underway for supplier of online learning modules (foundational focus on allyship and Te Tiriti o Waitangi knowledge and application to mahi), and capability building with TAU Kaupapa Māori specialists. [REDACTED] The online learning modules are undergoing cybersecurity risk assessment, with the aim of delivery commencing Q2 FY24/25.
- **Auckland Zoo:** Introduction to Te Mahere Aronga 2024-2026 workshops were held for key staff across the Zoo, with the aim of staff familiarising themselves with the document, begin planning towards relevant Māori outcomes, and to agreeing on a reporting process. Following the workshops, monthly 'drop in' sessions were added to everyone's calendar for questions or updates. A Teams channel has also been set up for updates and reporting. Also in June, the Conservation Learning Team took part in two Kaupapa Māori workshops designed to encourage and broaden the team's use of reo Māori and their understanding of the concepts of manaakitanga, kaitiakitanga, whakawhanaungatanga and kotahitanga.


KPI RESULTS

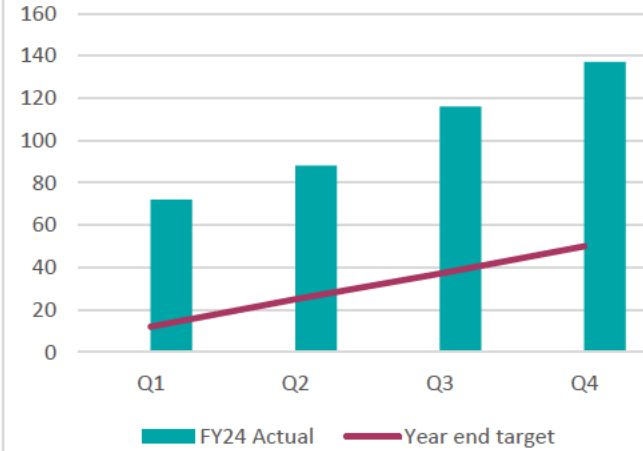
Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau 



The year-end KPI target has been **achieved**

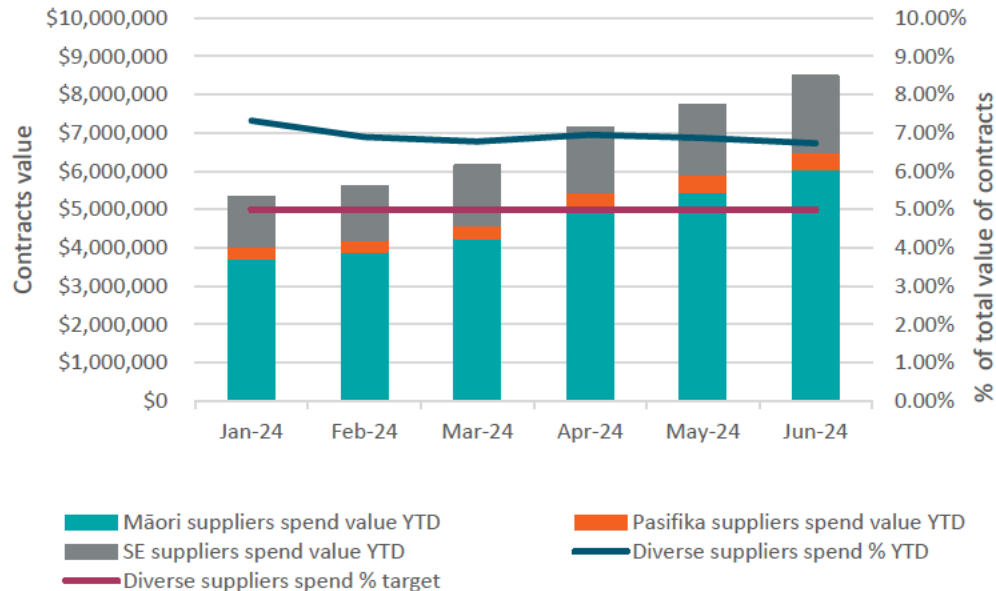
A paper is available in the Resource Centre that provides further detail on this measure.

Number of Māori businesses that have been through a TAU programme or benefited from a TAU intervention 



The year-end KPI target has been **achieved**

Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific suppliers, Social Enterprise Suppliers)



TAU's diverse suppliers spend % is at 6.73% - **above the target** of 5%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of June (71%).

Māori and Pacific peoples suppliers are defined as organisations which have at least 50% Māori or Pacific peoples ownership (100% ownership if sole proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

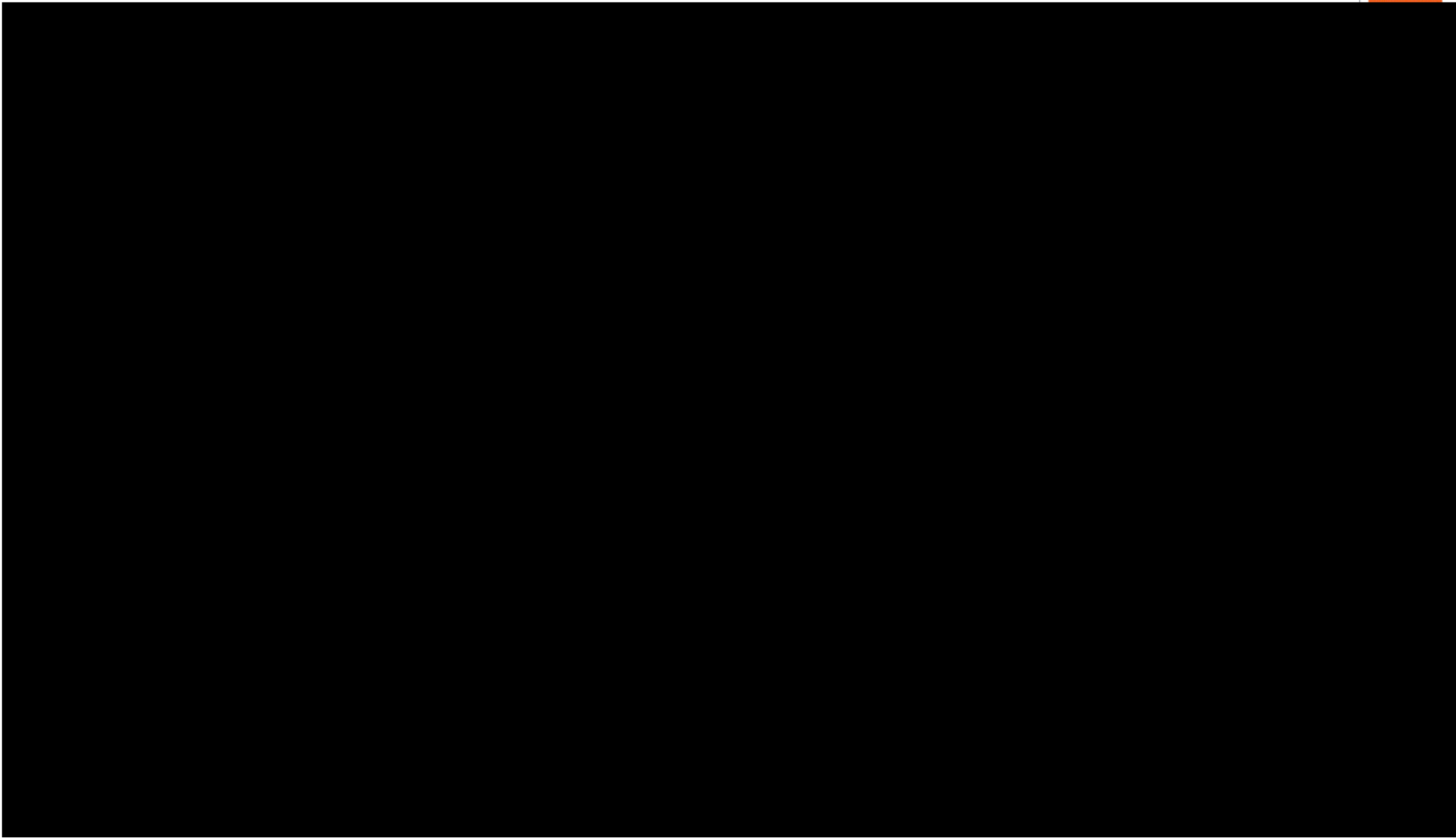
4. Schedule of Appendices

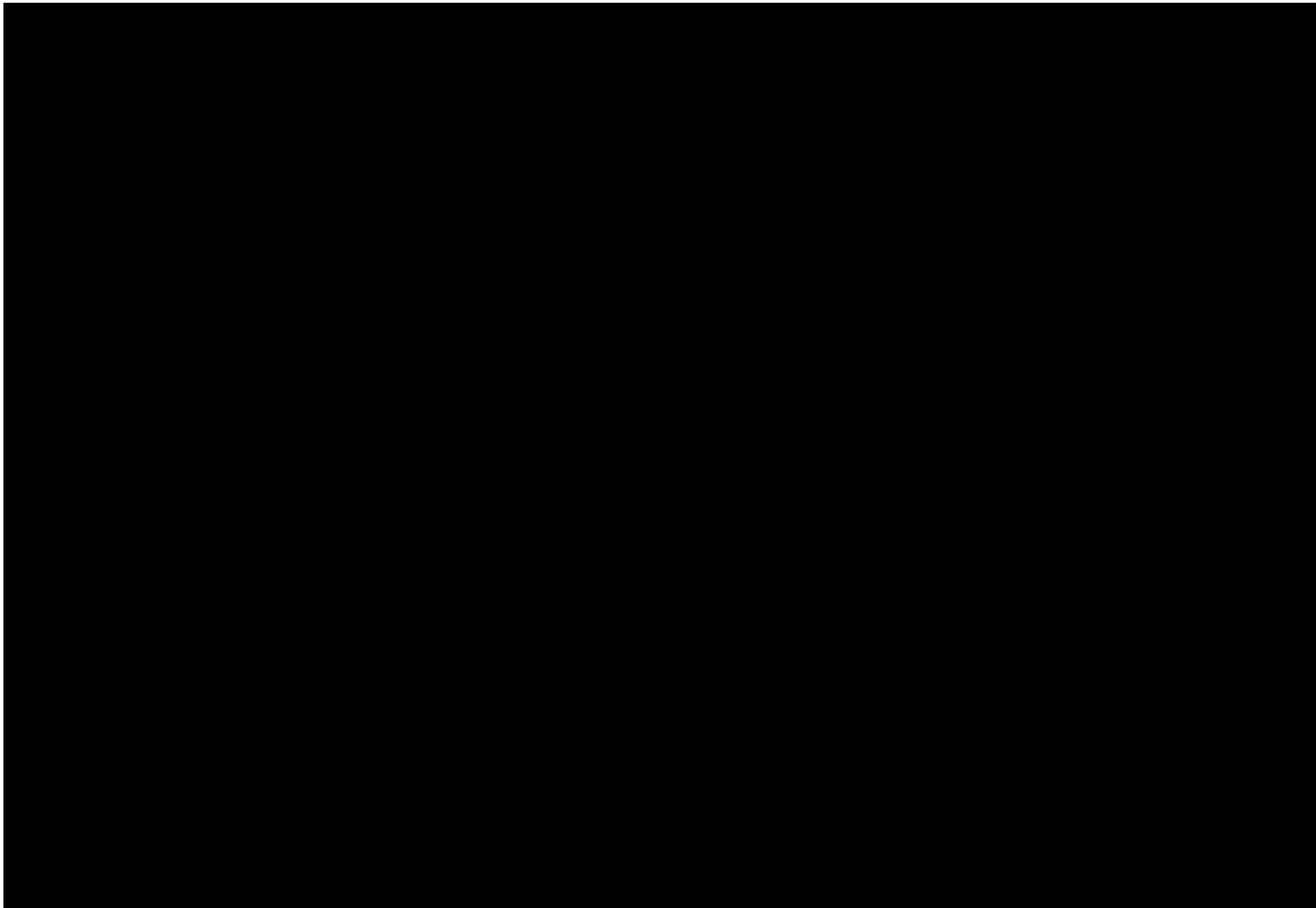
- | | |
|--|--------------|
| 1. Cybersecurity Dashboard | (Monthly) |
| 2. TAU calendar | (Monthly) |
| 3. Climate Change & Environment Strategic Plan Dashboard | (Bi-monthly) |

5. CE sub-reports in Resource Centre

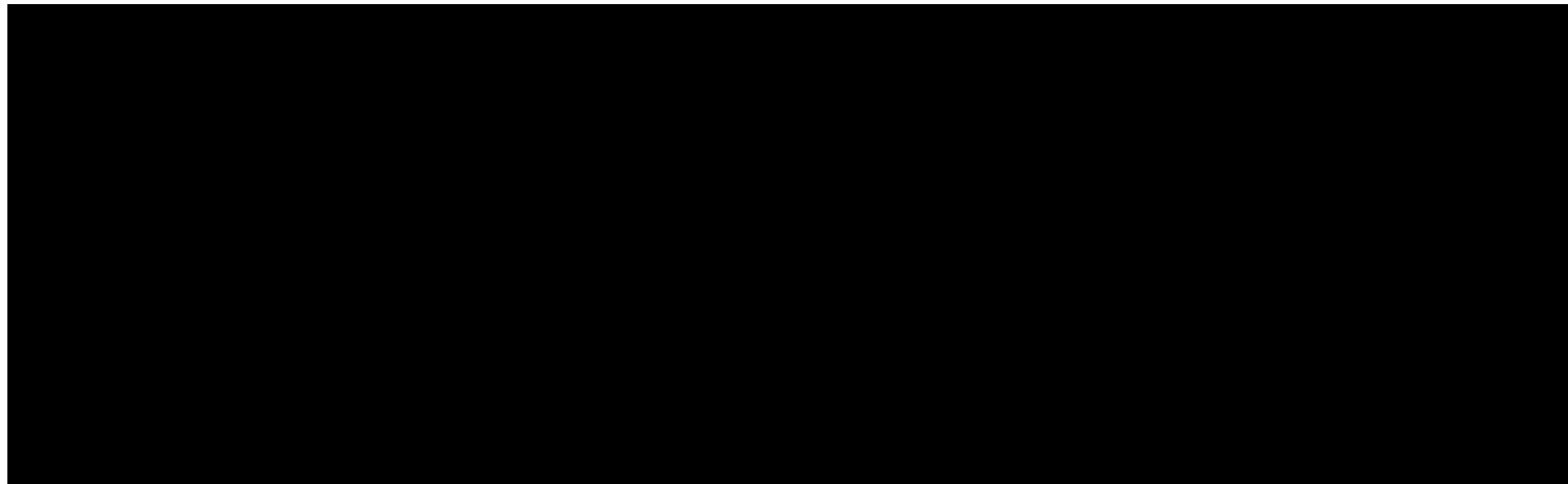
- | | |
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| • Finance Report | (Monthly) |
| • Risk Report | (Monthly) |
| • Customer Strategy / CRM / eDM benefits dashboard | (Monthly) |
| • Capital Projects Report | (Bi-monthly) |

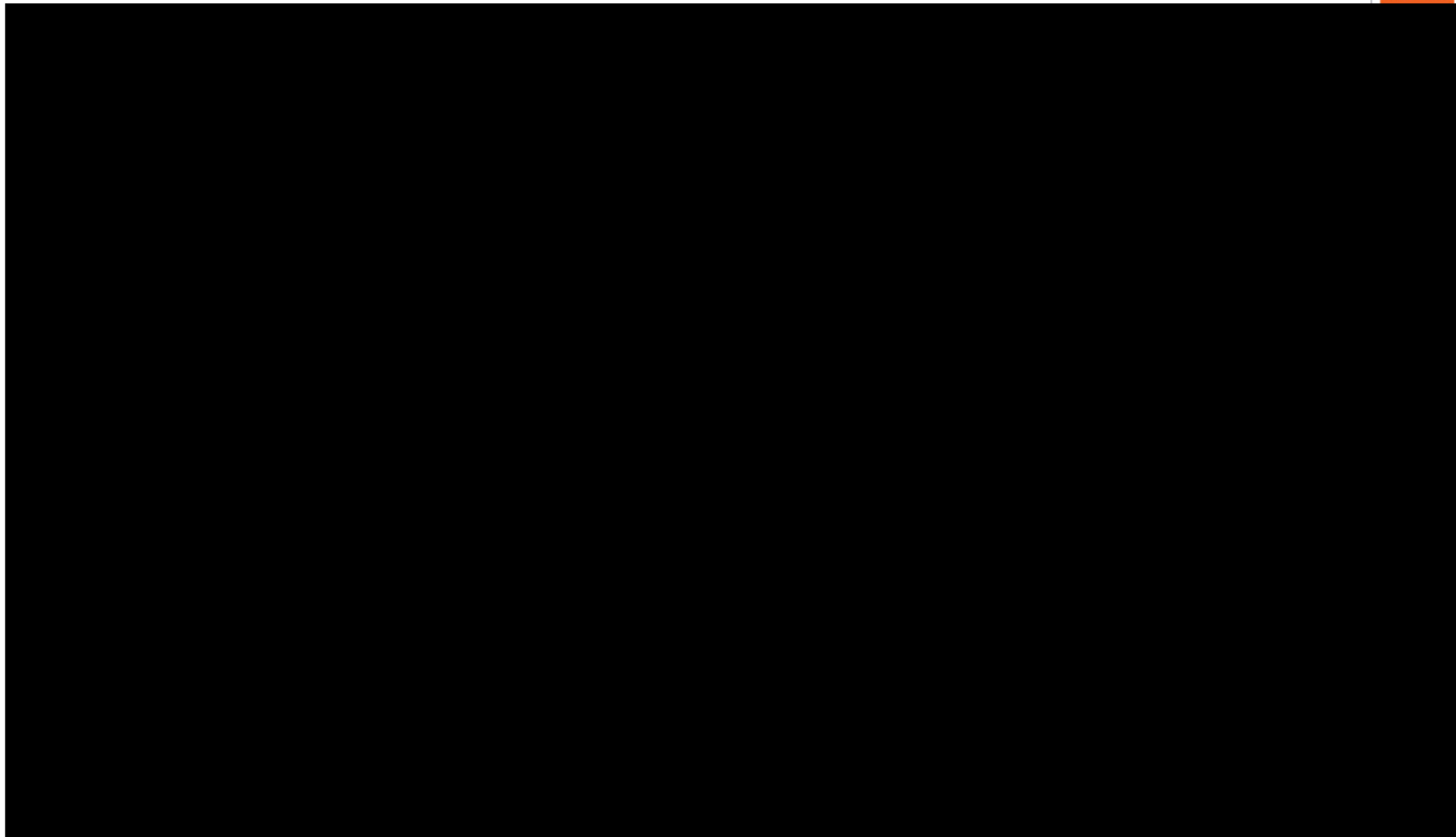


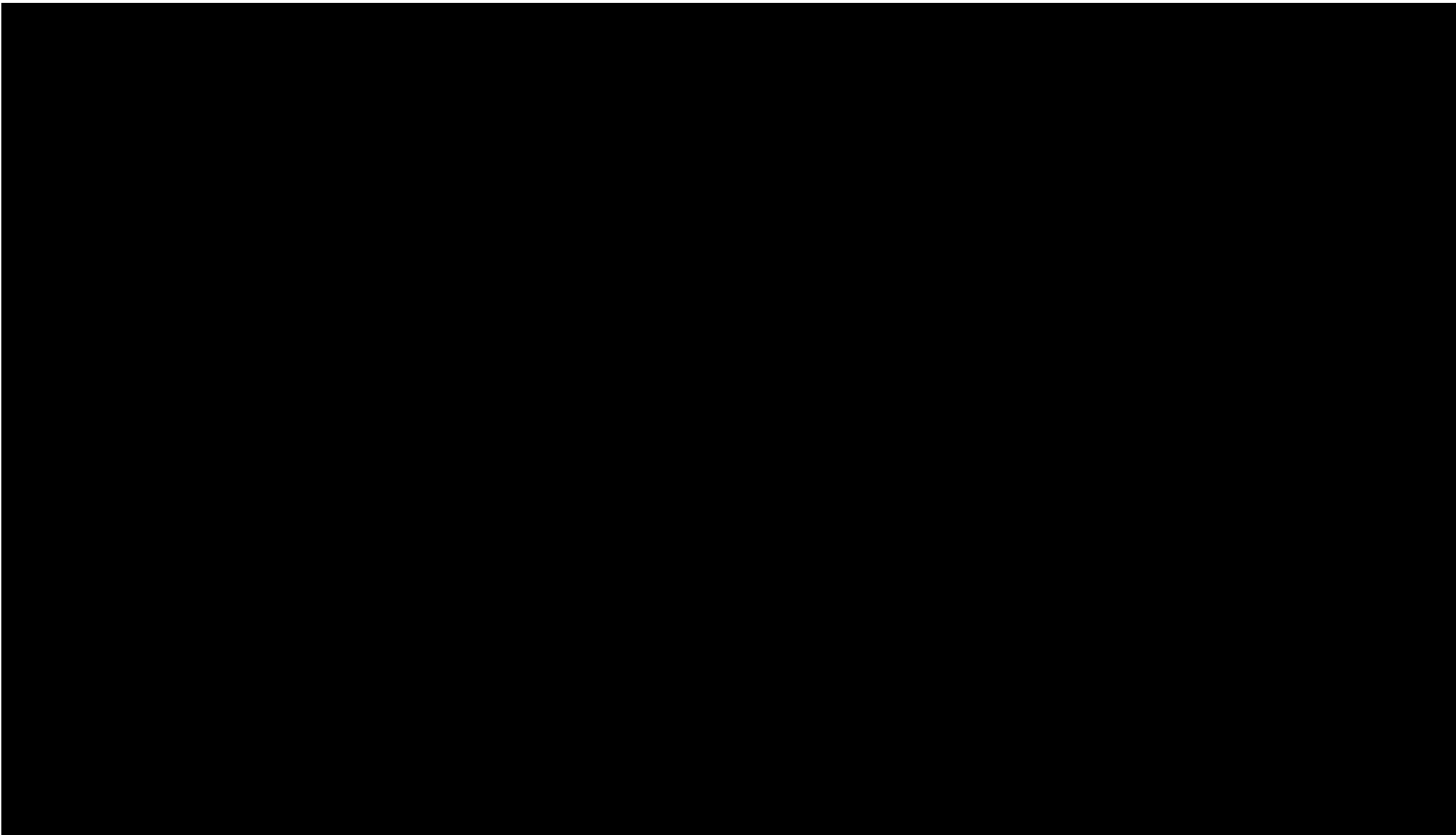












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