

# Board Meeting (open) Agenda



**8.00 a.m. Wednesday 29 May 2024**

Waihorotiu Room, L4 Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL AND HEALTH AND SAFETY					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	1 hour
2	Confidential Minutes 24 April 2024 and 7 May 2024 <sup>1</sup> , and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion and Committee Verbal Updates, Jennah Wootten <ul style="list-style-type: none"><li>Risk and Finance Committee, Carol Cheng, (15 May 2024)</li><li>Māori Engagement Committee, Hinurewa Te Hau (16 May 2024)</li></ul>	To Discuss	T & C		
4	Health and Safety Report <sup>2</sup> , Lynn Johnson and Priyanka Victor	To Note	T & C		
CE CONFIDENTIAL UPDATE					
5	CE Confidential Update <sup>3</sup> , Nick Hill <ul style="list-style-type: none"><li>Long Term Plan</li><li>Visitor Levy</li></ul>	To Discuss	T & C	9.00 a.m.	1 hour
AUCKLAND ART GALLERY TOI O TĀMAKI					
6	Art Gallery Toi o Tāmaki <sup>4</sup> , Kirsten Lacy <ul style="list-style-type: none"><li>Partnership Agreement</li><li>Major Exhibition Strategy</li><li>Exhibition Business Case</li><li>Exhibition Partnership Letter of Intent</li><li>Guo Pei Exhibition Report</li></ul>	To Approve To Endorse To Approve To Approve To Note	T	10.00 a.m.	45 mins
BREAK				10.45 a.m.	15 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					

<sup>1</sup> S7(2)(f)(a),(b)(ii),(d),(g),(i),(h),(i) LGOIMA 1987

<sup>2</sup> S7(2)(a),(d),(f)(i) LGOIMA 1987

<sup>3</sup> S7(2),(b)(ii),(f)(i),(g),(h),(i) LGOIMA 1987

<sup>4</sup> S7(2),(f)(i),(h),(i) LGOIMA 1987

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Item	Subject	Action	Trust/Co.	Start Time	Duration
PROCEDURAL					
7	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Jennah Wootten	To Note	T & C	11.00 a.m.	5 mins
8	Public Minutes 24 April 2024, Jennah Wootten	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
9	CE Report, Nick Hill <div>1. Financial Performance Report 2. Current Operational Risks<sup>5</sup> (RC) 3. CRM Board Update<sup>5</sup> (RC) 4. Capital Projects Report<sup>6</sup> (RC)</div>	To Note	T & C	11.05 a.m.	55 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
APPROVAL PAPERS					
10	TAU Ticketing Agreement <sup>6</sup> , James Parkinson	To Approve	T	12.30 p.m.	1 hour
11	Mt Smart Sponsorship Agreement <sup>6</sup> , James Parkinson	To Approve	T & C		
12	Auckland Zoo Catering Services <sup>6</sup> , Justine White	To Approve	T		
13	Auditor Engagement and Fees <sup>6</sup> FY25 – 27, Justine White	To Approve	T & C		
14	Publishing, Gift, Travel and Hospitality Expenses <sup>5</sup> , Justine White	To Approve	T & C		
WORKSHOP					
15	Economic Development Workshop <sup>6</sup> , Pam Ford <div>1. Te Puna Business Case</div>	To Note To Approve		1.30 p.m.	1 hour
	Close of Meeting			2.30 p.m.	

<sup>5</sup> S7(2),(f)(i) LGOIMA 1987

<sup>6</sup> S7(2),(f)(i),(h),(i) LGOIMA 1987

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## Local Government Official Information and Meetings Act 1987 Section 7(2)

Subject to sections 6, 8, and 17, this section applies if, and only if, the withholding of the information is necessary to—

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
  - (i) would disclose a trade secret; or
  - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
  - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
  - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
  - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
  - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.

## Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> <li>Coopers Creek Vineyard Ltd (Director and Shareholder)</li> <li>Salmon and Partners Ltd (Director and Shareholder)</li> <li>Remuera Golf Club (President)</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> </ul>
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> <li>Perpetual Guardian Holdings Limited (Director)</li> <li>Generate Global (Director and Shareholder)</li> </ul>	<ul style="list-style-type: none"> <li>Aktive – Auckland Sports &amp; Recreation (CEO)</li> </ul>	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> <li>Homeland NZ Enterprises Ltd (Director and Shareholder)</li> <li>Homeland NZ Trading Ltd (Director and Shareholder)</li> <li>Carruthers Consulting Ltd (Director and Shareholder)</li> <li>Television New Zealand Ltd (Chair)</li> <li>NZ Film Commission (Chair)</li> <li>Cornwall Park Trust Board (Trustee)</li> <li>Ringa Hora Services – Workforce Development Council (Director)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Teaching Council New Zealand (Governing Council Member)</li> <li>Hong Consulting Limited (Director and Shareholder)</li> <li>CYWE Trustee Limited (Director and Shareholder)</li> <li>Eastland Property Services Limited (Shareholder)</li> <li>Auckland International Airport Limited (Shareholder)</li> <li>Spark New Zealand Limited (Shareholder)</li> <li>Comvita Limited (Shareholder)</li> <li>SkyCity Entertainment Group Limited (Shareholder)</li> <li>Microgem International Plc (Shareholder)</li> <li>The Asia New Zealand Foundation Te Whītau Tūhono (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals</li> <li>Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.</li> </ul>
Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> <li>Matariki Cultural Foundation (Trustee)</li> <li>Matariki Global Holdings Limited (Director)</li> <li>Taamaki Records Limited (Director)</li> <li>Otamatea Pioneer &amp; Kauri Museum Board (Chair)</li> </ul>	<ul style="list-style-type: none"> <li>Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally</li> </ul>	

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

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jan-24</b>	<ul style="list-style-type: none"> <li>Letter of Expectation</li> <li>Financial reporting for the ½ Year ended 31 December 2023</li> <li>Q2 Risk Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Remuneration Committee – 17 Jan</li> <li>Risk and Finance Committee – 23 Jan (½Y Accounts)</li> <li>Board Meeting – 31 Jan (½Y Acts)</li> </ul>
<b>Feb-24</b>	<ul style="list-style-type: none"> <li>Q2 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Session – 13 Feb</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 15 Feb</li> <li>Capital Projects Committee – 27 Feb</li> <li>Board Meeting – 1 March</li> </ul>
<b>Mar-24</b>	<ul style="list-style-type: none"> <li>2023 – 26 Statement of Intent Amendments</li> <li>Draft 2024 -2027 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 13 March</li> <li>Capital Projects Committee – 20 March</li> <li>Board Meeting – 27 March</li> </ul>
<b>Apr-24</b>	<ul style="list-style-type: none"> <li>Q3 Risk Report to Council</li> <li>Q3 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Board Evaluation (biennial – next due: 2024)</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: TAU Place Brand Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 11 April</li> <li>Board Meeting – 24 April</li> </ul>
<b>May-24</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Annual insurance renewal</li> <li>Auditor engagement and fees FY25-27</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 15 May</li> <li>Māori Engagement Committee – 16 May</li> <li>Board Meeting – 29 May</li> </ul>
<b>Jun-24</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: Artificial Intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration Committee – 6 June</li> <li>Capital Projects Committee – 11 June</li> <li>Board Meeting – 26 June (Public Board Meeting)</li> </ul>

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jul-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: Western Springs Precinct</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 17 July</li> <li>Board Meeting – 31 July</li> </ul>
<b>Aug-23</b>	<ul style="list-style-type: none"> <li>Q4 Performance Report</li> <li>Q4 Risk Report to Council</li> <li>TAUL and TAUT Annual Report</li> <li>Financial reporting for the year ended 30 June 2024</li> <li>Climate Related Disclosures</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: Duplication of Activity with Council Group</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 14 August</li> <li>Māori Engagement Committee – 15 August</li> <li>Risk and Finance Committee – 21 August (FY24 Statements)</li> <li>Board Meeting – 27 August</li> </ul>
<b>Sep-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		
<b>Oct-23</b>	<ul style="list-style-type: none"> <li>Public Board meeting - performance against SOI targets for Year Ended 30 June 2024</li> <li>Q1 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: National Visitor Levy</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 15 Oct</li> <li>Remuneration Committee – 17 Oct</li> <li>Board Meeting – 30 Oct (Public Board Meeting)</li> </ul>
<b>Nov-23</b>	<ul style="list-style-type: none"> <li>Q1 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Workshop: New Zealand Maritime Museum Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 13 Nov</li> <li>Māori Engagement Committee – 21 Nov</li> </ul>
<b>Dec-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Board Meeting – 3 Dec</li> </ul>

# BOARD MEETING

**HELD ON:** Wednesday 24 April 2024 at 8.00 a.m.

**AT:** Limelight Room, L3 Te Pokapū Aotea Centre, Auckland

**PRESENT:** Jennah Wootten Deputy Chair / Meeting Chair  
Carol Cheng  
Jen Rolfe  
Dan Walker (Teams)  
Alastair Carruthers  
Hinurewa te Hau

**APOLOGIES:** Vicki Salmon Chair  
Graeme Stephens  
Desley Simpson Deputy Mayor and Lead Councillor

**ATTENDED:** Executive Team Nick Hill Chief Executive, 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  
Sarah Johnstone-Smith CCO Governance Auckland Council  
Lydia Coetzee People Operations Lead  
Priyanka Victor Head of Health and Safety  
Clare Barker Head of Brand and Creative  
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 the apologies of Vicki Salmon, Graeme Stephens, and Deputy Mayor Simpson.

## 2. CONFIDENTIAL 27 MARCH 2024 MINUTES AND ACTION TRACKER

[REDACTED]

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

Subject to one amendment (additional context added p.2 last paragraph), the Board **approved** the 27 March 2024 confidential minutes as an accurate record of the meeting and **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 noted that the committee undertook a walkover of the Aotea Centre building to see the key areas impacted by recent and upcoming capital projects at its recent meeting. [REDACTED]



[REDACTED]

[REDACTED]

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

The Board **noted** the updates.

#### 4. CE CONFIDENTIAL UPDATE

Nick Hill provided a confidential update.

##### *Cultural Organisations Integration*

- The Board noted that – as set out in the Mayor’s Letter of Expectation – Tātaki Auckland Unlimited (**TAU**) continues to progress closer integration with Auckland War Memorial Museum (**AWMM**) and MOTAT. [REDACTED]

[REDACTED]

- [REDACTED]

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

##### *North Harbour Stadium*

- The Board noted that the debate over the future of North Harbour Stadium (**NHS**) has become more heated as the Long-Term Plan (**LTP**) is developed. No matter what the outcome of the LTP process, a group of community leaders and stakeholders will likely need to come together to plan the future of the stadium. The Board requested that the report on NHS for the upcoming Auckland Council Budget Committee LTP workshop be circulated to the Board at the same time that it is circulated to councillors. (**ACTION POINT**)

##### *Council Group Cost Savings*

- Management noted that following the recent public consultation on the LTP, council is undertaking work to better understand what a ‘do less’ option could look like. The work is looking at where activities could be stopped or decreased across the group. TAU has provided information to council including previously provided data [REDACTED]

[REDACTED]

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

*Lynn Johnson and Lydia Coetzee joined the meeting.*

##### *People Strategy and Organisational Values*

- Management noted that once the Board endorses the proposed organisational values, the work will be quickly disseminated throughout the organisation. The Board noted that it is good to see the evolution of the TAU’s organisational values and the significant engagement with the Māori Outcomes team.

##### *Remuneration Update*

- Management summarised the recent TAU and council work on analysing TAU gender and ethnicity pay gaps. [REDACTED]

[REDACTED]

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

- The Board and Management discussed how TAU compares to the rest of the Council Group regarding pay equity, the TAU Māori staff network group, and general stress-levels across the business. [REDACTED]

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

The Board:

1. **Endorsed** the People Strategy and Workplan;
2. **Endorsed** the Organisational Values; and
3. **Endorsed** the Pay Equity work and Management's related recommendations.

*Lynn Johnson and Lydia Coetzee left the meeting.*

*Auckland Town Hall*

- [REDACTED]
- [REDACTED]
- [REDACTED]

*Chief Executive's trip to US*

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

The Chief Executive (CE) summarised his recent US trip where he:

- [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
- [REDACTED]
- Visited the new state-of-the-art SOFI Stadium in LA with the stadium's architects.
- Visited Manhattan Beach Studios and Culver City Studios.
- Supported the start of the Destination Partnership Programme roadshow to the US at events for the New York travel media and wholesale travel industry.
- Met with Fred Dixon CEO of New York and Company (NYC promotion agency with whom ATEED signed an MOU in 2020 to take advantage of the introduction of direct flights between Auckland and NYC) to discuss support for touring Auckland cultural content to NYC.
- Met with Natalie Fortier from the SailGP League.

*General*

- The Board noted that the Ocean Race paper to be considered later in the meeting lacks a marketing and communication lens. Following the board strategy day, all relevant TAU papers should include commentary on marketing, value to brand, and customer experience and to make this explicit, a heading should be added to the board paper template. (**ACTION POINT**)

The Board **noted** the update.

*Helen Te Hira joined the meeting.*

## 5. POARI Ā-TURE MĀORI MOTUHAKE INDEPENDENT MĀORI STATUTORY BOARD TE TIRITI AUDIT

Helen Te Hira spoke to the paper.

- Management updated the board on the Poari ā-Ture Māori Motuhake Independent Māori Statutory Board Te Tiriti audit. The focus of the audit will be kaitiakitanga – the principle of active protection. In particular, the audit will be looking at:
  - What mechanisms are in place to monitor and measure Māori outcomes at TAU?
  - How is the effectiveness of Māori Outcomes measured at TAU?
  - How does the TAU leadership team take ownership and accountability for delivering Māori Outcomes and their legislative requirements under Te Tiriti?
  - What policies and processes are in place to enable Mana Whenua and Mataawaka to contribute to the distinct identity of Tāmaki Makaurau?
- The Board noted that the audit will be a positive opportunity for TAU and will help the organisation to understand what it is doing well and where there are opportunities to improve. Management agreed to keep the Māori Engagement Committee and Board updated on progress.

The Board **noted** the update.

*Helen Te Hira left the meeting.*

## 6. WESTERN SPRINGS STADIUM EXPRESSION OF INTEREST

Nick Hill spoke to the paper.

- [REDACTED]
- [REDACTED]

[REDACTED]

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

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

*Sarah Johnstone-Smith joined the meeting.*

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

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

## 8. PUBLIC MINUTES 27 MARCH 2024

Subject to the amendments to the confidential minutes discussed at Item 2, the Board **approved** the 27 March 2024 open minutes as an accurate record of the meeting.

## 9. CE REPORT

Nick Hill spoke to the paper.

### Major Events

- Management noted that the Council Group CEOs met recently to consider how the city can work better together to host and deliver major events. A new operating model has been agreed, which will allow disruption to BAU and trade-offs to be resolved quickly. The Board noted its strong support for the new operating model. It's difficult to put on major events in a large city, and council and CCOs need to show leadership and work together to solve issues related to major events, particularly in the current environment where international competition to attract major events continues to increase.

### General

- The Board queried the impact of a potential soft fourth quarter on TAU's finances. Management noted that TAU remains within budget limits at this stage [REDACTED]  
[REDACTED]  
[REDACTED] S7(2)(f)(i) LGOIMA 1987
- The Board and Management discussed safety in the city centre. The Board noted that anecdotally there are more police in the city centre which is good to see. Management noted that there is an increased police and private security presence in the city centre since the start of the year.
- Management noted that Chirstine Tintinger recently retired from the Auckland Zoo primate team after 44 years – which is a remarkable achievement. The Board acknowledged Christine's contribution to Auckland Zoo spanning almost 50 years and thanked Christine for her services.
- Sarah Johnstone-Smith updated the Board on the LTP process. Further workshops will lead-up to the release of the Mayor's Proposal which will be presented to the Governing Body on 16 May. [REDACTED]  
[REDACTED]  
[REDACTED] S7(2)(f)(i) LGOIMA 1987

The Board **noted** the CE Report.

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

*Sarah Johnstone-Smith and some ELT members left the meeting. Annie Dundas and Chris Simpson joined the meeting.*

## 10. MAJOR EVENTS BUSINESS CASE

Annie Dundas and Chris Simpson spoke to the paper.

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

- [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

- The Board noted that Chis Simpson will leave TAU shortly and thanked him for his significant contribution to TAU at a challenging time. Chris thanked the Board and Management and wished TAU all the best for the future.

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

*Annie Dundas and Chris Simpson left the meeting.*

## 11. Q3 PERFORMANCE REPORT

Justine White spoke to the paper.

- Management noted that TAU's performance targets take into account the NZICC building opening in 2026, and the significant reduction in TAU's greenhouse gas emissions is primarily the result of the recent gas boiler replacement project at the Gallery.
- The Board asked about the components of "Governance Costs". Management noted that Governance Costs cover a range of governance and administration costs including the costs of the Board and Directors Fees. Management agreed to add a foot note to the report to provide more information on governance costs. **(ACTION POINT)**

The Board **approved** the proposed revised amendments to the TAU Q3 Performance Report for submission to Auckland Council.

The Board:

1. **Approved** the Quarter 3 Performance Report for the period ending 31 March 2024 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive Officer to make minor changes prior to submission as required.

## 12. Q3 RISK REPORT TO COUNCIL RISK AND FINANCE COMMITTEE

Justine White spoke to the paper.

The Board **approved** the TAU Q3 FY24 dashboard report for submission to the Auckland Council Audit and Risk Committee.

## 13. CRITICAL ASSETS KEY PERFORMANCE INDICATOR

Justine White spoke to the paper.

- The Chair of the Capital Projects Committee noted that Management's proposed critical assets KPI was discussed at the recent committee meeting. The Committee was supportive of the KPI once it understood the rigour of evidence behind it. It is a KPI that uses existing data and employs systems and can be audited.

The Board:

1. **Approved** the proposed approach to measuring the new SOI (Statement of Intent) KPI regarding the percentage of critical Tātaki Auckland Unlimited assets in acceptable condition.
2. **Approved** the new SOI KPI benchmark.

*Lynn Johnson and Priyanka Victor joined the meeting.*

## 14. HEALTH AND SAFETY REPORT

Lynn Johnson and Priyanka Victor spoke to the paper.

- Management noted that TAU's health and safety 'lag' indicators increased in March and the types of incidents reflected higher visitation numbers with "slips, trips and falls" up on previous months. The health and safety action tracker has improved.
- The Board commended the inclusion of additional events data in the report. The trend analysis of "slips, trips and falls" incidents at the Gallery is also good to see.
- The Board and Management discussed recent high-profile health and safety Court cases. The health and safety team stays across law changes and relevant cases to ensure TAU is aware of any changes that could impact the organisation and its activities.

The Board **noted** the health and safety report.

*Shelley Watson and Clare Barker joined the meeting.*

## 15. TĀMAKI MAKĀURAU AUCKLAND PLACE BRAND STRATEGY WORKSHOP

Shelley Watson and Clare Barker presented to the Board and undertook a workshop:

- Management summarised the history, background, and strategy for Tāmaki Makaurau Auckland Place Brand. ATEED worked with Destination Think! to undertake extensive research on Auckland and develop the place brand following the release of Destination AKL 2025 in 2019. The research revealed that a combination of Auckland’s ‘urban-ness’, its contemporary Māori identity, its multicultural population, its economic strength / business innovation, and being an international city set in beautiful natural surroundings, set Auckland apart. The brand themes based on Auckland’s unique attributes help to provide ‘cut-through’ in an extremely competitive destination attraction world.
  - The Board noted that the videos shown in the presentation help to bring the brand themes together. Underpinning Auckland place brand work with significant research was a good choice and the more that TAU’s brand library and other brand assets are utilised, the more coherent and effective Auckland’s destination attraction will be across the board.
  - [REDACTED]
- S7(2)(f)(i),(h) LGOIMA 1987
- The Board provided further feedback on TAU’s place brand strategy. Management noted that place brand is a valuable ‘soft’ lever that Auckland can use to build domestic confidence in the city and region. The impact of COVID-19 and the fiscal environment have eroded place brand awareness and support across the Council Group and Auckland. However, given its value to Auckland, TAU is now actively bringing greater focus to Auckland’s place brand across the council group and the sector via the Destination Partnership Programme Advisory Group.

The Board **noted** its support of, and commitment to, the Tāmaki Makaurau Auckland Place Brand strategy.

The Meeting ended at 2.36 p.m. The next meeting is scheduled for 29 May 2024

Chair

Date \_\_\_\_\_

# Chief Executive Report

Report to the Board of Tātake Auckland Unlimited – 29 May 2024

## 1. Introduction

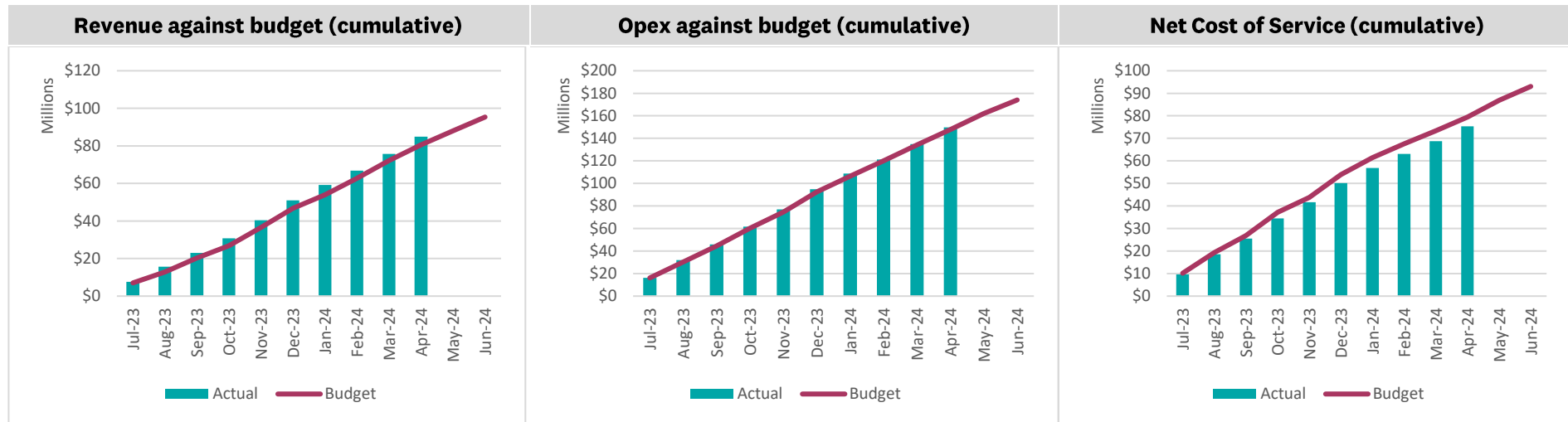
S7(2)(f)(i),(h),(i) LGOIMA 1987

- The Council Governing Body (GB) has adopted the Long Term Plan. The final plan includes one material financial change following consultation, and that is to link future funding for major events and tourism to the introduction of a visitor levy from FY 2025/26. [REDACTED]
- The Long Term Plan consultation included seeking feedback on options for the future of North Harbour Stadium. The Council GB resolved to ask two Local Board Chairs to lead a working group to define a future vision and purpose for the stadium and precinct, and in doing so, consult with the TAU Board as the owner of the stadium and precinct. The Local Board leadership of the working group reflects the GB view that the stadium and precinct is *prima facie* a community facility. [REDACTED]
- The Council Political Working Group on the Main Stadium reported back to a Council Workshop and recommendations on main stadium will be presented to the GB. Governing Body decisions will then clear the way to resume work with EPTB on SOSA or an alternative to achieve better performance of Auckland's stadiums.
- The Art Fair, which was held at VEC for the first time in April, and the Writers Festival held in May at the Aotea Centre have both been extremely successful and have exceeded expectations in terms of audience attendance and engagement. This is against a background where audiences for traditional festivals and performing arts more generally have been softer. This is very positive as we look to review which audiences we are trying to reach and what content and experiences they are looking for.
- Auckland's limited major event programme over winter (as compared with FIFA last winter) and continuing pressure on disposable incomes mean accommodation, hospitality, retail and entertainment businesses are expecting a tough winter. TAU expects some impact on its own businesses with the main exposure likely to be in business events and performing arts. This is being offset by the Warriors continuing to attract sellout crowds at Go Media Mt Smart and visitation at our cultural organisations continuing to hold up.

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

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

## 2. Finance update





### 3. Strategic Plan implementation

#### Experiences and Events

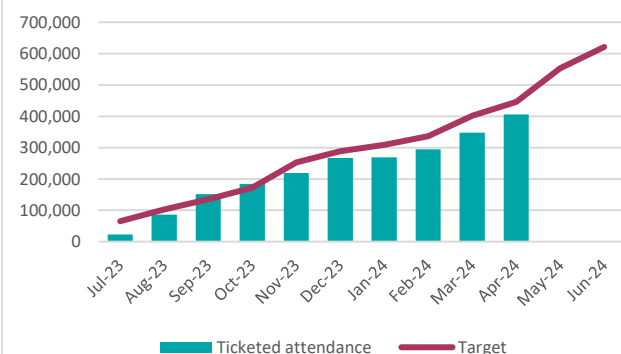
Performing Arts	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> <li>Auckland Live presented the <b>Arborealis Luminarium</b> in Aotea Square during the school holidays. This was an internally produced, investment event delivered by the Performing Arts team. Situated in the Marae Atea with a footprint over 1500m2, <b>Arborealis Luminarium</b> dominated Aotea Square, attracting audiences and passersby alike with its highly visible and vibrantly colourful domes and tunnels. Open for 16 days, it surpassed its target of 13,000 to reach 14,257 tickets sold.</li> <li><b>Aotearoa Art Fair</b> moved to its new home from The Cloud to the Viaduct Events Centre.</li> </ul>	<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>Auckland is on the long list for the <b>2030 Gay Games</b> bidding process. The first bid book is due 1 August 2024.</li> </ul> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>The TAU marketing team is developing a winter marketing campaign to drive domestic visitation and a welcome video for participants and spectators of the World Choir Games.</li> </ul>	<p><b>Auckland Conventions Venues and Events (ACVE)</b></p> <ul style="list-style-type: none"> <li>ACVE delivered 18 events across 24 event days, [REDACTED] April is traditionally a quiet business month.</li> <li>Key events included Asian Paints, two high yielding international banquet for VEC, with a total yield of [REDACTED]</li> <li>The team contracted 36 future events with a value of [REDACTED] venue hire value).</li> <li>ACVE secured 53 new leads/opportunities with a net revenue value of [REDACTED]</li> </ul> <p>[REDACTED]</p> <ul style="list-style-type: none"> <li>ACVE hosted 120 clients and partners at Auckland Art Gallery together with Celebrity Speakers to showcase the venue and attract inquiries.</li> </ul> <p>[REDACTED]</p> <p><b>Auckland Convention Bureau (ACB)</b></p> <p>Notable bids submitted: Embargoed global conference in 2026.</p> <p>Notable business events secured: International Association for Child &amp; Adolescent Psychiatry &amp; Allied Professions Congress in 2028.</p> <p>There are 84 future business events confirmed for Auckland (to 2029) as a result of ACB's support with an estimated future economic value of \$77.1m</p>

#### City Wide Events Calendar timelines

- City Wide Events Calendar shared with relevant teams. Fixes being made to ensure confidentiality for TAU venues/clients. Comms plan to be developed.

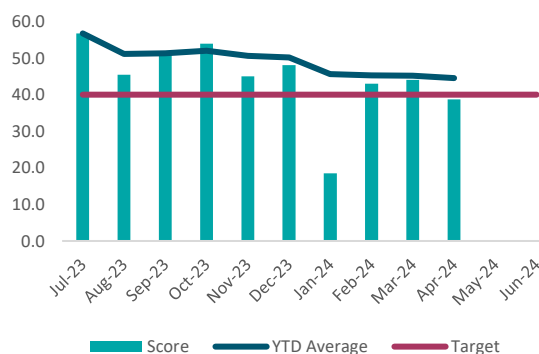
## KPI RESULTS

### Ticketed attendance Performing Arts (cumulative)



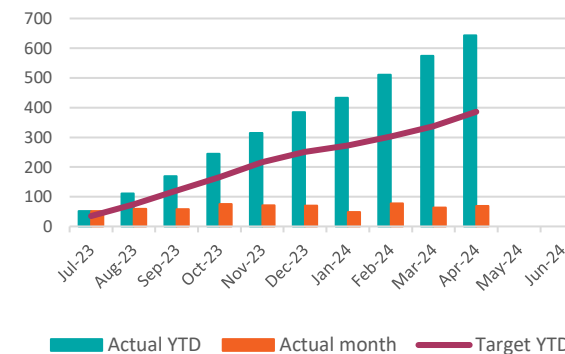
Ticketed attendance was **below target** at the end of April, at 405k

### NPS for TAU audiences and participants Performing Arts



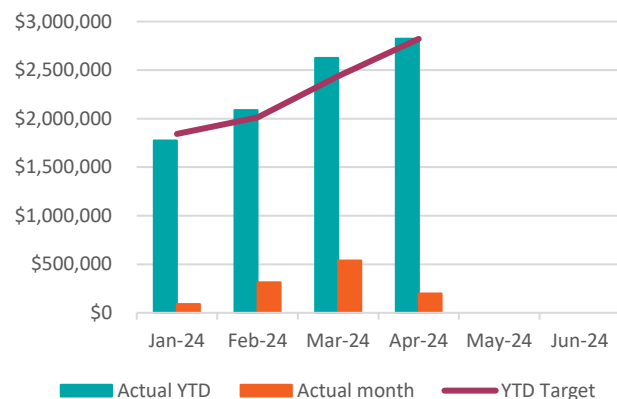
Performing Arts' NPS score year to date is tracking **above target** at 44.5 YTD

### Number of Performing Arts events



The number of Performing Arts events (643) was **above target** of 386 at the end of April

### Performing Arts Financial YTD EBITDA

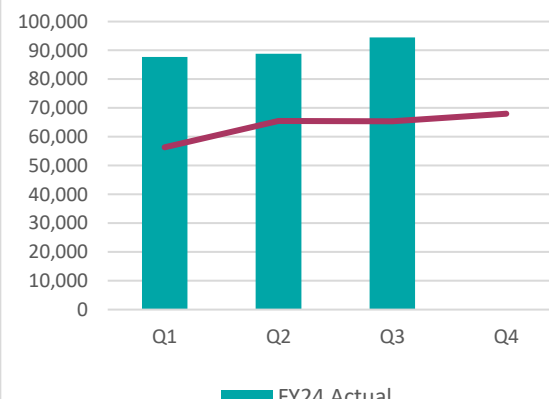


Performing Arts YTD financial EBITDA was **on target** - \$2.83m at the end of April, against a target of \$2.81m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.



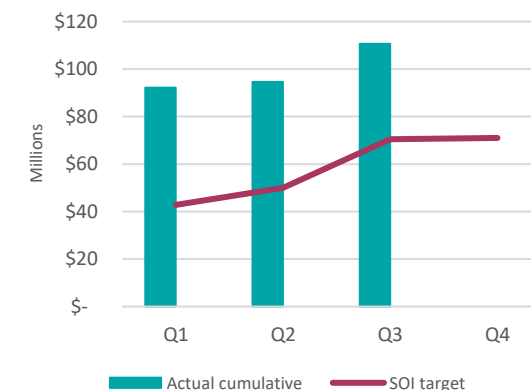
SOI measure or component of SOI measure

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



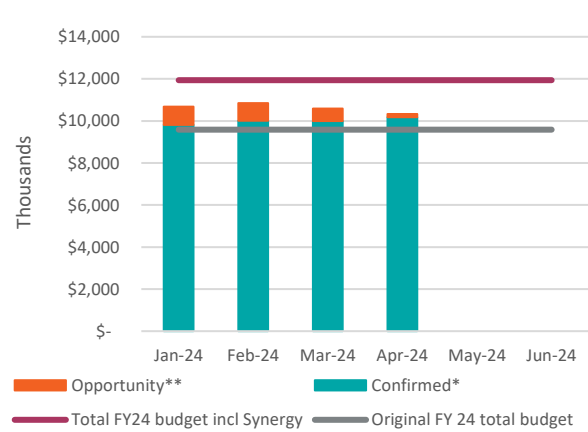
Performing Arts has already **reached the year-end SOI target**. This was mostly due to the large number of children participating at the FIFA Fan Festival.

### Contribution to regional GDP from major & business events



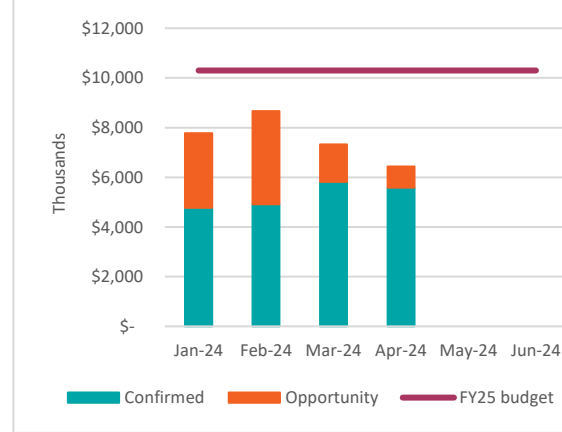
YTD SOI **target has already been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed more than \$87m to regional GDP.

### ACVE FY 2024 Forecast YE Revenue vs Budget



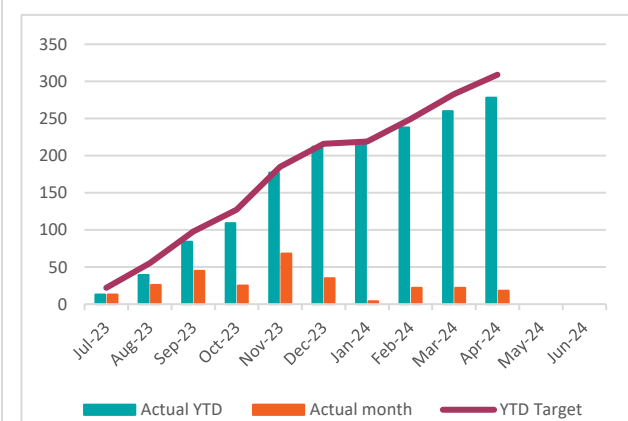
At \$10.17m, confirmed events are tracking -15% on the FY24 budget. VEC comprises 43% of revenues and Aotea 30%.  
*\*Confirmed category includes confirmed events and 7\* Pencil events - 1st in line and may proceed to contract if desired \*\*Opportunity status is a sales enquiry or a lead (no booking space is held)*

### ACVE FY 2025 Forecast YE Revenue vs Budget



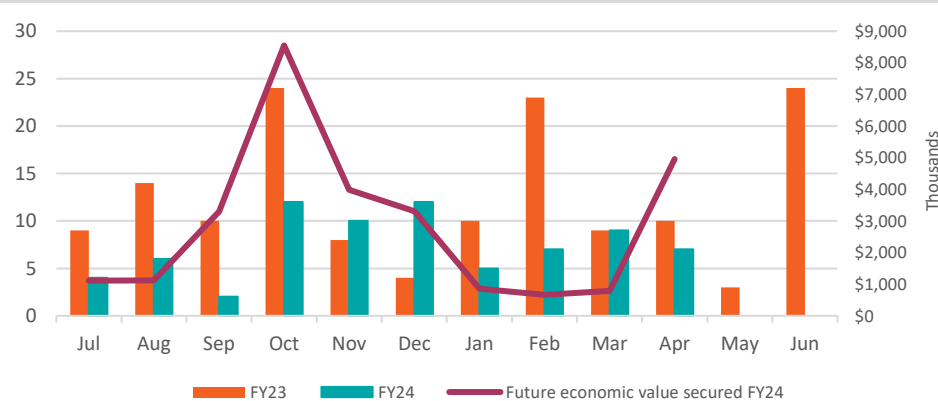
ACVE FY25 budgeted venue revenue is \$10.3m. Based on current bookings, \$5.6m of this revenue is confirmed, 54% of YE Budget. A further \$0.8m of opportunities is in the pipeline.

### ACVE Number of events (cumulative)



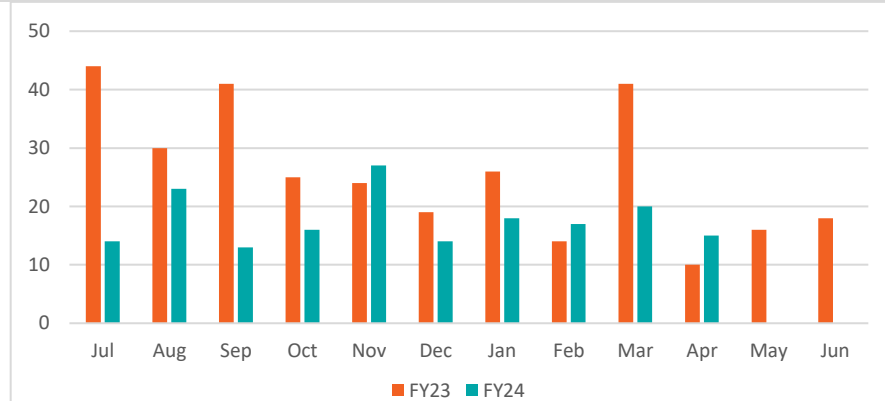
The number of ACVE events was below target at the end of April at 278 events (target 309)

### Auckland Convention Bureau - business events secured



ACB helped to secure **7 new business events** for Auckland in **April** with an estimated **\$4.95m** of future economic benefit to the region. Five events are due to be held in 2024, one in 2028 and one in 2029.

### Auckland Convention Bureau - new opportunities supported



In April, ACB generated or assisted with **15 new business events opportunities** for Auckland with dates through to 2027 and an estimated economic value of **\$12.3m** if all were to be secured.

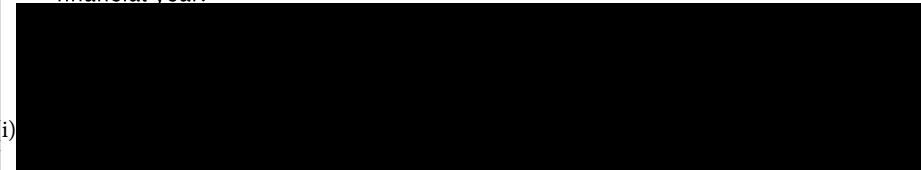
## Facilities

### NZ Maritime Museum

- **Sentinel – Seabirds of Aotearoa** has opened in the Museum’s Edmiston Gallery. This exhibition, created in partnership with academics from the University of Auckland, draws attention to the variety of New Zealand seabirds, their impact on our environment and the plight they are facing through climate change, via the medium of art, photography, academic research, and interactive displays. The exhibition runs until October.
- A series of workshops has been held over the **programme of multi year gallery renewal**. Discussions were held in context of the museum’s draft masterplan, and have identified three major projects for further exploration – doubling the museum’s education spaces, refreshment of the museum’s Hawaiki gallery, and the construction of a new gallery themed around the museum’s name in Te Reo Māori as an entry space for museum visitors. Planning will now focus on phasing and budget setting across these projects.
- NZMM has retaken possession of the **Percy Vos yard** from the short term tenant, is in establishment talks with two community partners, the Whaotapu Trust and the Wooden Boat Building school.
- Work continues on the **collection storage move**, with construction well underway at the new Manu Taiko site. NZMM is experiencing some delays due to resource consent hold-ups, but are monitoring the situation closely.
- NZMM is exploring a potential opportunity to tour its recent exhibition **Always Song in the Water** internationally, with funding provided by the Deep Sea Conservation Coalition. The exhibition is looking at sites in Japan, Korea and Australia. This would be the first time NZMM has toured an exhibition internationally.

### Auckland Stadiums

- Event activity remained relatively strong across Auckland Stadiums sites with a total of 138 event days in April, 55% of which were community events. Overall attendance was 66,214, making it the fourth busiest month by attendance this financial year.



- Minor physical works are due to commence at North Harbour Stadium this month to repurpose existing spaces within the main grandstand to accommodate Auckland FC’s administration and high performance facilities.

### Auckland Art Gallery Toi o Tāmaki

- **Visitation attained a +48%** variance against monthly target with 61,095 visitors in April (+41% up on April 2023), resulting in the most highly attended month YTD, outstripping Dec Mar summer tourist period. The fortnight of school holidays in April resulted in two of the most highly attended weeks (more than 17k each week) notably with *Guo Pei* exhibition in its closing weeks (ended 5 May). YTD total visitation 437k (target 420k) with projected visitation 500k.
- **Retail** [REDACTED] Increased visitation in April resulted in 35,219 visitors to Gallery Shop and 1718 to the Pop Up Shop. *Guo Pei* product made up a third of sales during the summer period where a sale was made every 3.4min on average.
- **Membership** sales were positive with a revenue of [REDACTED] for April, up 47% on previous month and +15% against target. Membership renewal rate also increased (54% vs 39% prior month) as a result of renewal campaign during *Guo Pei* exhibition. [REDACTED]
- **Venice Biennale 2024** was attended by Director Kirsten Lacy and Senior Curator International Art Natasha Conland in support of the eight Māori artists invited to exhibit. Kirsten Lacy also attended meetings in Venice and Paris in support of securing future forward programming, forming new institutional relationships, and investigating touring exhibition opportunities.
- **Major Partnerships** proposal meetings in Tāmaki Makaurau progressing well and expected to support the Gallery’s offering and revenue to provide further uplift in alignment with the strategic plan.
- **Advancement** received \$100k grant towards Schools & Learning uplift to increase visitation of school children to the Gallery. Beca joined Gallery corporate partners circle
- **Kia Whakaou, Kia Whakaora Heritage Project** moving to the Kitchener St side of the building with extended scaffolding, scaffold wrap and updated hoarding graphics completed and window treatments for privacy underway.
- **Ground Floor Office & Mezzanine** upgrade project planning in final stages with an approximate start Aug/Sep and completion end of November, working to heritage project window replacement timings on Kitchener St side of building that required these spaces. Staff affected will both work from home and use hot desk arrangements offsite during this period.

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

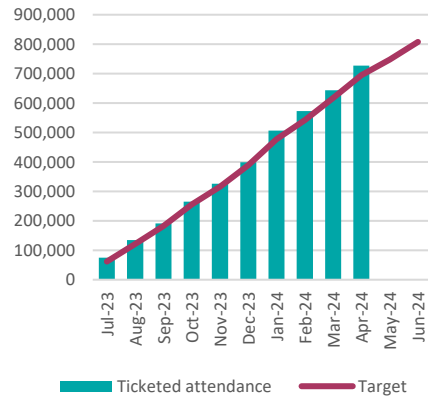
S7(2)(f)(i),(h),  
LGOIMA 1987

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

<div data-bbox="168 135 347 167"> <b>Auckland Zoo</b> </div> <ul style="list-style-type: none"> <li>• <b>YTD visitation was 731,390</b>, almost 40K ahead of target and 19K ahead of the same period in FY23. <b>Apr visitation was 83,289</b>, 9% ahead of target despite some changeable weather during the April school holidays.</li> <li>• <b>April revenue</b> from all sources was <b>\$1.5m</b>      <b>YTD \$13.25m</b>, 9.2% above budget.</li> <li>• The Zoo's Kauapapa Māori Advisor, ectotherm staff, and colleagues from Auckland Council met with representatives of the Te Tai Tokerau (Northland) hapū collective, Ngā Kaitiaki o Ngā Wai Māori, from Hikurangi, to discuss the release of zoo-bred black mudfish and potential future options for collaboration.</li> <li>• The Zoo's <b>internship programme</b> – fully funded by the Auckland Zoo Charitable Trust is a unique and highly valued opportunity for aspiring young zookeepers and conservationists. Five talented interns 'graduated' this month, with one impressing so much she's fulfilled a vacant keeping role at the Zoo.</li> <li>• In April, Zoo worked with the following <b>community groups</b>: Oranga Tamariki caregivers, the Salvation Army, IDFNZ (Immune Deficiencies Foundation), Māori Women's Refuge, Ronald McDonald House, Starship and Child Cancer Foundation.</li> <li>• Both self-guided and onsite saw approx. <b>2000 learners</b> visit for Conservation Learning at the Zoo in April and the conservation learning team reached 670 Aucklanders across 13 libraries in 6 days from Wellsford to Māngere, during the April holidays.</li> <li>• Project delivery for <b>Masterplan Stage 3</b>: Procurement of key consultant services is wrapping up with all preferred suppliers identified.</li> </ul>	<div data-bbox="1131 135 1288 167"> <b>Film Studios</b> </div> <div data-bbox="1758 127 2069 159"> S7(2)(f)(i),(h),(i) LGOIMA 1987 </div> <div data-bbox="1120 167 2069 1029"></div>
<div data-bbox="168 837 481 869"> <b>Western Springs Precinct</b> </div> <div data-bbox="145 869 1113 1029"></div>	
<div data-bbox="168 1045 414 1077"> <b>Aotea Arts Quarter</b> </div> <div data-bbox="828 1045 1086 1077"> S7(2)(f)(i) LGOIMA 1987 </div> <div data-bbox="145 1077 1113 1324"></div> <div data-bbox="772 1332 1086 1364"> S7(2)(f)(i),(h),(i) LGOIMA 1987 </div>	<div data-bbox="1131 1045 1668 1077"> <b>Integrating Auckland's cultural institutions</b> </div> <ul style="list-style-type: none"> <li>• Council is leading work to consider potential <b>changes to the legislation</b> for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board.</li> <li>• A <b>political working group</b> led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM.</li> <li>• A meeting of the working group was held in April with MOTAT and Stardome in attendance and discussions between all parties continue.</li> </ul>
<div data-bbox="168 1380 705 1412"> <b>Single Operator Stadiums Auckland (SOSA)</b> </div> <ul style="list-style-type: none"> <li>• <div data-bbox="190 1428 347 1468"></div></li> </ul>	

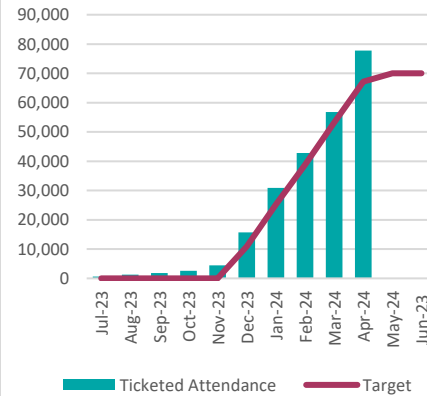
## KPI RESULTS

### Auckland Zoo ticketed attendance (cumulative)



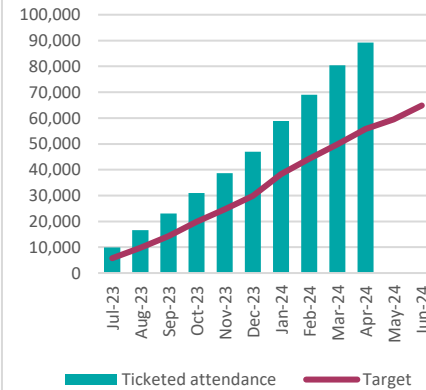
The Zoo's ticketed attendance is **ahead of target** at 726.6k YTD

### Auckland Art Gallery ticketed attendance (cumulative)



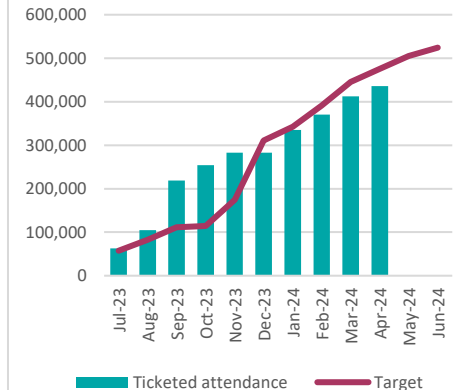
The Gallery's ticketed attendance was 77.8k at the end of **April**, which is **above target**

### NZ Maritime Museum ticketed attendance (cumulative)



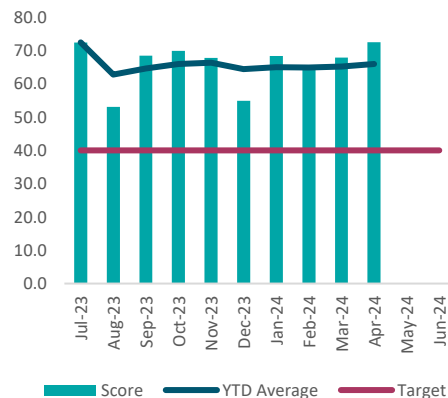
The Museum's ticketed attendance is **above target** at 89.3k YTD

### Auckland Stadiums ticketed attendance (cumulative)



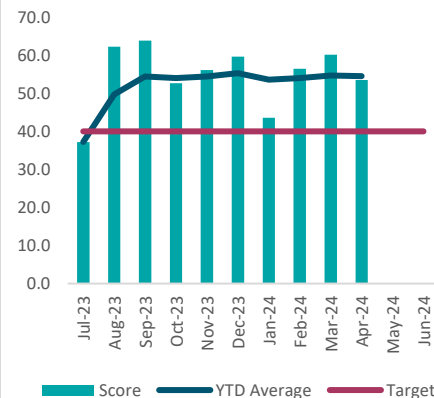
Auckland Stadiums' ticketed attendance is **below target** at 436.2k YTD

### Auckland Zoo NPS



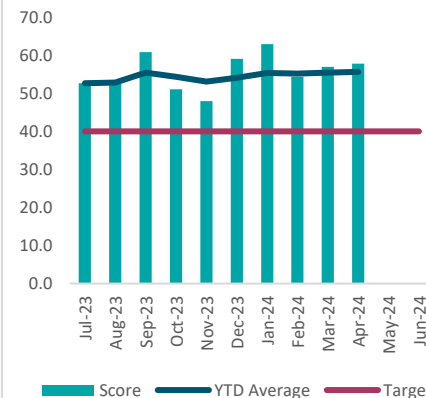
The Zoo's YTD NPS is tracking **ahead of target** at 65.9

### Auckland Art Gallery NPS



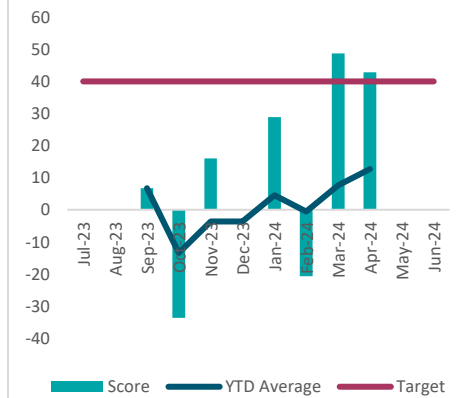
The Gallery's YTD NPS is tracking **above target** at 54.5

### NZ Maritime Museum NPS



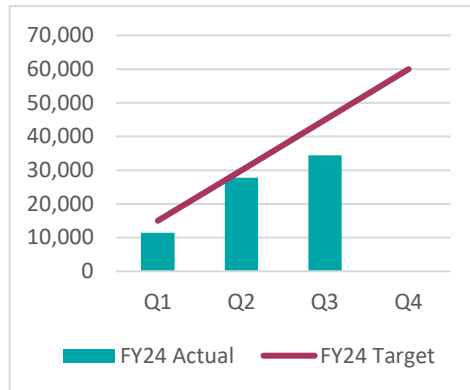
The Museum's YTD NPS is tracking **above target** at 55.6

### Auckland Stadiums NPS



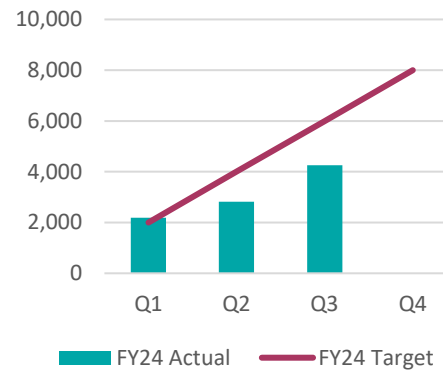
Auckland Stadiums' YTD NPS score is tracking **below target** at 12.7. An NPS of 42.9 in April was driven by NZ Warriors matches.

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



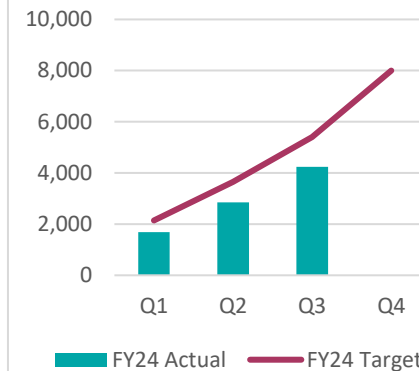
YTD Q3 results for the Zoo were **slightly below target**

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



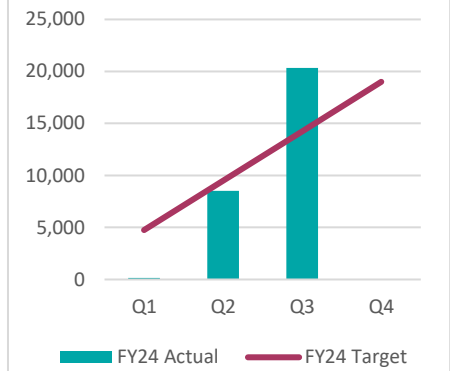
YTD Q3 results for the Gallery were **below target**

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



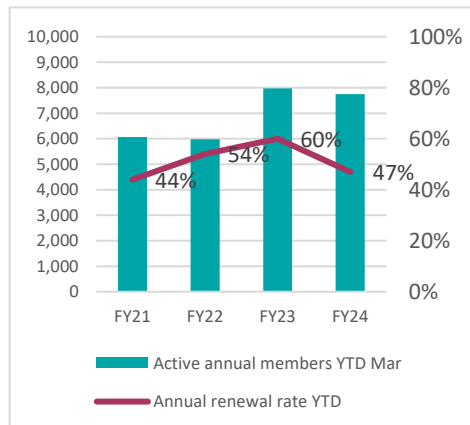
YTD Q3 results for the Museum were **below target**

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



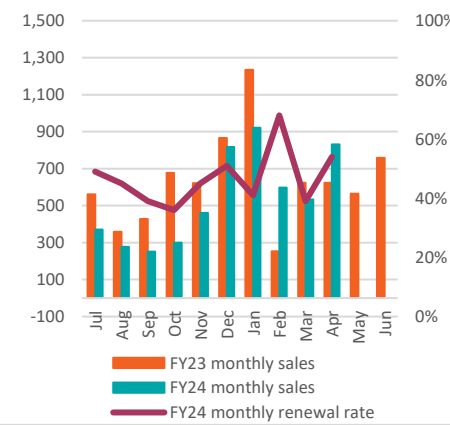
YTD Q3 results for Auckland Stadiums were **above target**

### Annual Auckland Art Gallery membership



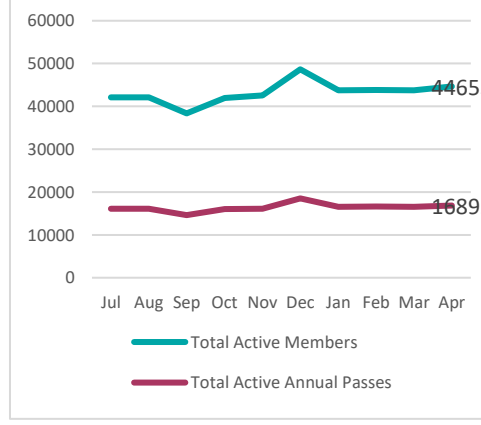
The Gallery's YTD average renewal rate is 47% and there are 7840 active members.

### Monthly Auckland Art Gallery membership



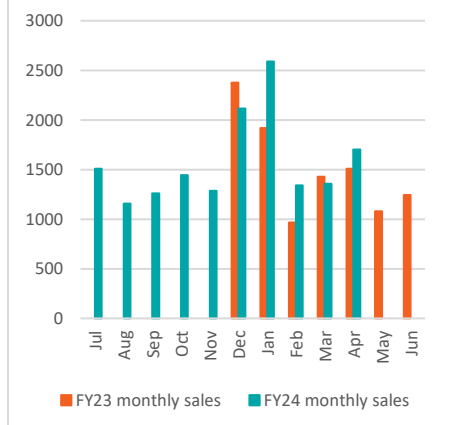
Monthly renewal rate was 54% in April and 832 memberships were sold.

### Annual Auckland Zoo membership



At the end of April, the Zoo had 16,892 active passes and 44,653 active members

### Monthly Auckland Zoo membership



1703 Zoo memberships were sold in April, slightly more than in April last year (1508).



## Economic Development

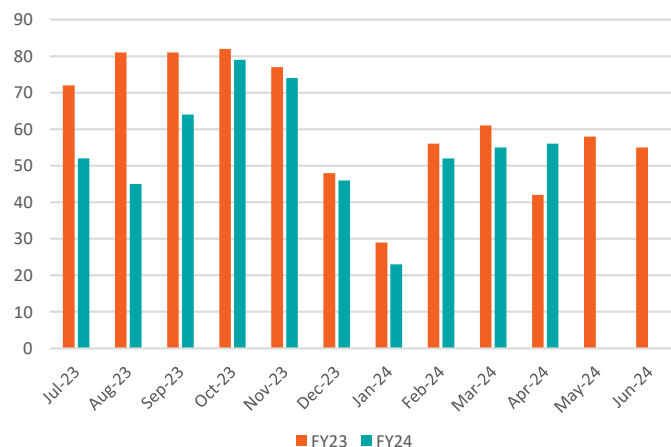
Visitor Economy	Economic Transformation activity
<ul style="list-style-type: none"> <li>• <b>Destination Auckland Partnership Programme (DPP)</b> The FY25 Programme is open. Partner reports have been sent to partners. The USA Roadshow hosted 9 events in 9 days. About 400 premium travel advisors attended. Ngāti Whātua Ōrākei joined as AU's leader and opened each event. 23 Auckland Queenstown companies attended. Media event in NYC – 60 RSVPs. Partnership activity continues with Expedia Australia – DPP partners able to participate through hotel offers over shoulder/low season.</li> <li>• <b>Cruise</b> – TAU to facilitate a leaders group meeting to address and action opportunities for the city with this sector.</li> <li>• <b>Nighttime Economy</b> – Secondary tranche of qualitative research completed and will be presented to council group on 9 May and then included into final presentation to Stakeholder Group (60+ invited) on 16 May.</li> <li>• <b>Trade marketing</b> – 5 media hosted across the period (US, Aust and domestic), with key trade famils being Delta Airlines (15 participants), and 30 UK/Europe sellers as part of TNZ programme. TRENZ (from 8 May in W llington), opportunity to connect with key global sellers. Supported by 11 Auckland suppliers Post TRENZ famil programme in place for AKL. MOU signed with Destination Rotorua and Auckland Airport, with focus on Australian arket</li> </ul>	<ul style="list-style-type: none"> <li>• <b>City Centre Work Programme</b> – Ongoing delivery of key actions in the City Centre Action Plan including Initial Auckland Digital Twin working group session held on 16 May.</li> <li>• <b>Government Science &amp; Innovation System Reform</b> – Supported the T&amp;I team with Phase 1 submission</li> <li>• <b>Economic places research</b> – The team presented an overview of the employment precincts research to MBIE on 23 May, with a view to future engagement on this work.</li> <li>• <b>Economic Intelligence</b> upporting the ED ōpū on a range of pieces including GRID AKL 10 year economic impact assessment and Te Puna economic impact and business case work.</li> <li>• <b>Pacific Skills shift and Project Ikuna</b> Last delivery quarter for Project Ikuna, with more than 3900 credentials completed at the end of last quarter. Planning for the future of the future ready micro credentials as it is anticipated that due to government changes, the programme will end as planned this year.</li> </ul>
Screen & Creative	Tech & Innovation
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> <li>• <b>Screen Auckland fee review</b> as part of LTP – approved to proceed as proposed at Governing Body meeting on 16 May. Should see fees increased and greater proportion retained by TAU to recover costs from 1 July.</li> <li>• <b>International pipeline</b> for rest of calendar year very busy with 6 projects including one in production. Others recently wrapped in May.</li> <li>• <b>Major filming event</b> – [REDACTED]</li> <li>• <b>Te Puna Creative Innovation Quarter, Henderson</b> - LTP Māori Outcomes business case for \$1.8m over three years was confirmed [REDACTED]</li> <li>• [REDACTED] Council CE Phil Wilson and Henderson-Mass y Local Board's Oscar Kightley joined fourth Establishment Group sprint focused creative tech education including business training on high tech equipment.</li> <li>• <b>Sites and Places of Significance to Mana Whenua and filming</b> – update in Māori Outcomes</li> </ul> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> <li>• <b>GridAKL/Get Market Ready 2024</b> 12 week programme commenced 4 May to assist 20 startups with skills capability training, expert mentorship and business guidance.</li> <li>• <b>Fintech NZ hub</b> to be established <b>within GridAKL</b>, clustering high growth and export driven fintech startups</li> <li>• <b>Callaghan Innovation funded Startup Aotearoa programme</b> has received 111 coaching requests via GridAKL in first 3 months. NPS score of 79.</li> <li>• <b>Events delivered</b> to build tech and innovation ecosystem: <b>Migrants in Tech</b>, <b>Startup Aotearoa</b> networking, <b>Bootstrappers Breakfast</b>, with investment facilitation. <b>Software 'Lunch &amp; Learn'</b> in partnership with Strathub</li> <li>• Five climate-themed challenges identified for <b>Future Wynyard 2050 Hackathon</b> by <b>corporate partners: Datacom, IBM, Chorus, Air New Zealand, Fonterra, Kiwibank</b>. Hackathon takes place 21/22 June.</li> <li>• <b>Tech Auckland project</b> underway <b>promote Auckland as a global tech hub</b>. Key tech stakeholders engaged for feedback on draft messaging/brand positioning.</li> <li>• <b>Government Science &amp; Innovation System Reform</b> underway. Phase 1 submission provided by TAU.</li> <li>• <b>GridAKL/Startup Weekend Tāmaki Makaurau</b> announced (7 9 June). Designed to support entrepreneurs turn an idea into a prototype creation &amp; pitch.</li> </ul>



	<ul style="list-style-type: none"> <li>The GridAKL Innovation Network continues to grow with <b>125 companies/923 individuals at GridAKL, 17 companies/51 individuals at Click Studios, 7 companies/32 individuals at GridMNK.</b></li> </ul>
<b>Investment and International</b>	<b>Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)</b>
<ul style="list-style-type: none"> <li>TAU will attend the Global City Network for Sustainability (G-NETS) City Leaders meeting organised by Tokyo Metropolitan Government, 14-17 May) in Tokyo.</li> <li>TAU continues to see a large number of requests for meetings and visits from visiting delegations.</li> <li>Ikea announced its investment into the new Auckland store is \$407m. This investment reflects land acquisition, site development, construction and establishment costs. Ikea has also taken the lease of a 20,000sqm logistics warehouse near Auckland airport. Ikea will employ 400 people once operational. The Auckland store is expected to open towards the end of 2025. TAU and formerly ATEED worked with NZTE to assist Ikea with this project.</li> </ul>	<p>Updated every two months – update for March-April</p> <p><b>Action E2: Climate Connect Aotearoa (CCA)</b></p> <ul style="list-style-type: none"> <li>The energy sharing challenge (in Pukekohe) has been re-scoped, connecting with community service providers as the recipients.</li> <li>The CCA / TAU Green Jobs pilot (built environment challenge) is underway with the delivery partner, and two big construction and infrastructure businesses have confirmed their involvement. This also supports Actions E1 &amp; E4.</li> <li>A decarbonisation breakfast was held for SMEs at Go Media Stadium Mt Smart, with speakers from EECA and DETA outlining clear steps for getting started. This event follows on from last year's research.</li> <li>The SME adaptation platform co-design phase has started and invitations have gone out to SMEs for the co-design workshops.</li> <li>The Mātauranga Māori and Climate Innovation Hui will be held in Pt Chevalier in early June. Several speakers are already confirmed.</li> <li>Exploration of revenue options with TAU's sponsorship and grants team, including alternative options to the TAU Trust.</li> </ul> <p><b>Actions E1 &amp; E4: Sector vulnerability and just transition</b></p> <ul style="list-style-type: none"> <li>A quarterly 'ShareLab' site visit hosted by MOTAT, following the climate action workshops held last year for organisations in arts, culture, sport and recreation.</li> </ul>

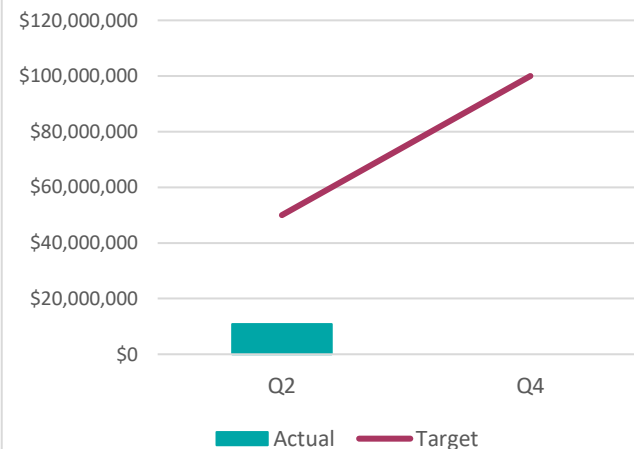
## KPI RESULTS

### Screen permits processed



Impact from the US writers' and actors' strike was clear in the decrease in permits year on year in the first months of FY24, but now that the strike has ended, the numbers of permits processed has returned to similar monthly levels, year on year.

### Attributable value of private sector investment secured



The KPI is **on track** – there's an excess of \$100m of screen deals in the pipeline that TAU expects will be confirmed before year-end.

## Brand and Reputation

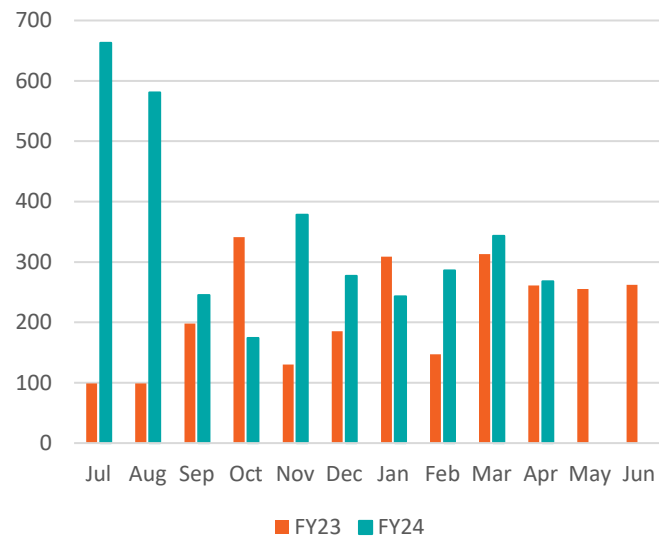
Visitor	Events	Cultural Organisations
<p><b>Media famils</b></p> <ul style="list-style-type: none"> <li>Brad Japhe, US travel writer for <b>Thrillist &amp; Forbes</b>. Three night F&amp;B story for Auckland.</li> <li><b>Escape</b> multi night F&amp;B itinerary in Auckland.</li> <li>Contributed Auckland content for filming of 2 episodes of <b>US TV show Bare Feet</b> viewership 2 million/episode</li> </ul> <p><b>Visitor economy</b></p> <ul style="list-style-type: none"> <li>TAU to lead with HoTC &amp; K Rd, investment of [REDACTED] for visitor attraction &amp; city centre promotion.</li> <li>Sponsored content ran in Australia supported by display ads on <b>news.com.au</b> sites.</li> <li>Expedia activity mid campaign has delivered: <b>299 pax / US\$90k</b></li> <li><b>Domestic and AU awareness campaigns</b> with Air NZ booked for May, plus <b>Stuff content</b> live in New Zealand in May supported by social display &amp; Google ad</li> <li>Visual ID microsite developed for <b>Treasures of Tāmaki</b> 50 listings confirmed digital promotion burst to Australian audiences planned</li> <li><b>Destination Partnership Programme</b> renewals communicated.</li> <li>Communications for <b>MOU</b> signed with <b>Auckland Airport and China Southern Airlines</b> result in 14 x media coverage</li> <li>Promoted school holiday activities at TAU venues</li> <li>Communications for the <b>Nighttime economy research results</b> rollout.</li> </ul>	<p><b>Major events</b></p> <ul style="list-style-type: none"> <li>Created <b>World Choir Games destination video</b> welcoming participants to Auckland</li> <li><b>Winter campaign</b> to launch mid June &amp; include Major Events, Cultural Orgs &amp; Matariki events.</li> <li><b>Postponement of NZ Fashion Week</b> media management</li> </ul> <p><b>Business events / ACB</b></p> <ul style="list-style-type: none"> <li>Second <b>Meet my Auckland</b> video launched achieving reach of 30K 58K impressions 284 clicks.</li> </ul> <p><b>Auckland Live</b></p> <ul style="list-style-type: none"> <li><b>ARBORIALIS Luminarium</b> campaign result in surpassed ticket target &amp; more than 40 media hits</li> <li><b>The Best Exotic Marigold Hotel</b> used TM Dynamic Pricing which increased premium ticket sales, resulting in higher average ticket price.</li> </ul> <p><b>Auckland Conventions</b></p> <ul style="list-style-type: none"> <li>Marketed <b>Celebrity Speakers Showcase</b> promoting spaces at AAG for business events excellent feedback &amp; enquiries.</li> </ul> <p><b>Auckland Stadiums</b></p> <ul style="list-style-type: none"> <li>'Summer at the Stadiums' media supported visitor numbers, attributed James Parkinson &amp; TAU</li> <li>Improved comms to reduce patron enquiries by 40% for NZ Warriors matches at Go Media Stadium.</li> <li>Reached 1m accounts across social media channels, contributing to two sold out NZ Warriors matches.</li> </ul>	<p><b>Auckland Art Gallery</b></p> <ul style="list-style-type: none"> <li><b>NZME media partnership for Guo Pei</b> delivered 1.4m impressions, 464k reach, 2644 clicks &amp; combined readership of 768k.</li> <li>Media release for opening of AAG's new display <b>Taimoana / Coastlines</b> and loaning three artworks for <b>Venice Biennial</b>.</li> </ul> <p><b>Auckland Zoo</b></p> <ul style="list-style-type: none"> <li><b>Membership acquisition campaign</b> delivered net +263 memberships, while Mother's Day &amp; Birthday Party digital campaign improved monthly sales.</li> <li>Produced <b>Connecting with Papatūānuku campaign</b> for Matariki</li> <li>32 organic news stories incl. <b>Seven Sharp &amp; NZ Herald</b> feature Christine Tintinger retirement; Burma's upcoming move to <b>Australia (Channel 7); NZ Geographic</b> on tara iti breeding season</li> <li>3x episodes of <b>TV3's Wild Heroes</b> in April attracting 330,800 viewers.</li> <li>Top social posts April school holiday activities, Burma's move &amp; retiring primate keeper achieved &gt;2m impressions.</li> </ul> <p><b>New Zealand Maritime Museum</b></p> <ul style="list-style-type: none"> <li><b>Sentinel</b> launched across multiple channels.</li> <li>Campaign for Star of the Sea holiday programme <b>sold 1468 of 1500 tickets in advance.</b></li> </ul>

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

Auckland brand and reputation	Economic development	Discover Auckland platform
<p><b>'Auckland campaign'</b> to improve perceptions of Auckland among Aucklanders &amp; fly/drive markets will be in market Jun Aug [REDACTED]</p> <p>S7(2)(f)(i),(h) LGOIMA 1987</p> <p><b>Internal agency highlights</b></p> <ul style="list-style-type: none"> <li><b>Auckland City of Music</b> 4 x vignettes demonstrating Auckland's music credentials.</li> <li><b>Discover Auckland Phase #3</b> creative &amp; campaign assets</li> <li><b>Auckland Live</b> Aroborialis &amp; <i>Best Exotic Marigold Hotel</i> campaigns</li> <li><b>NZ Maritime Museum</b> <i>Sentinel</i> campaign &amp; school holiday programme</li> <li><b>Auckland Zoo</b> membership campaign</li> </ul> <p>[REDACTED]</p> <p>S7(2)(f)(i) LGOIMA 1987</p>	<p><b>Climate Connect Aotearoa (CCA)</b></p> <ul style="list-style-type: none"> <li><b>Marketed SME workshops</b>; resulted in strong workshop attendance and great feedback.</li> <li><b>He Kete Mātauranga Hui</b> marketing campaign in progress Promoted <a href="#">HKM article</a></li> </ul> <p><b>Creative Industries</b></p> <ul style="list-style-type: none"> <li><b>Sights &amp; places of significance</b>: promot online hui.</li> <li><b>Screen Auckland Location EDM</b> to industry, new <b>website content</b>, inc <i>Sweet Tooth 3</i> <b>ShowNews series</b> focused on the Screen Taskforce and its priorities for 2024.</li> </ul> <p><b>Invest and International</b></p> <ul style="list-style-type: none"> <li>Article <b>Invest Auckland</b> <a href="#">Auckland-based Tech global reach: NEC</a></li> </ul> <p><b>Economic Transformation (ET)</b></p> <ul style="list-style-type: none"> <li>Media release on <i>The State of the City</i> quarterly update covered by 10 media</li> </ul>	<ul style="list-style-type: none"> <li>User experience updates for <b>Collections</b>, new <b>email sign up &amp; bug fixes</b> deployed.</li> <li><b>City of Music microsite</b> launched with new feature to support user engagement with video content.</li> <li>Evaluation of <b>commercialisation features</b> continues Incl. interviews with industry.</li> <li>Discover Auckland session completed with <b>Aotea Great Barrier Island</b> operators to support content on the platform.</li> </ul>

## KPI RESULTS

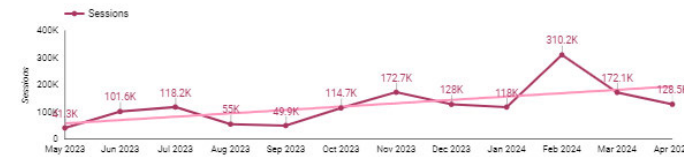
### Media coverage mentioning TAU



A **25% decrease** in coverage expected after the significant media gained from Moana Auckland and Pasifika Festival the previous month. April saw continued coverage about the future of North Harbour Stadium, requiring substantial media management. Other noteworthy coverage featured the Rainbow Games and the MOU between TAU, Auckland Airport and China Southern Airlines.

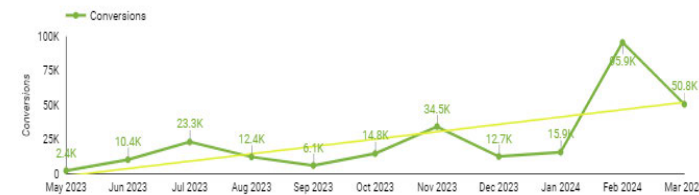
### Discover Auckland Platform Performance

**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



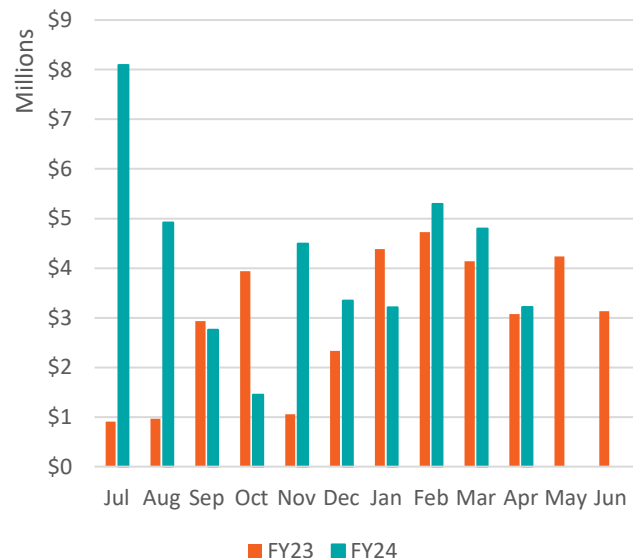
April's 128.5k sessions slightly above current monthly average of 126.7k. In April sessions decreased by 25% vs March. Higher average sessions in March due to Pasifika.

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



In April, top links to operators were Weta Workshop, Sea Life Kelly Tarltons and Skywalk. Top links to events were to ARBORIALIS, Megaland and Auckland Writers Festival 2024.

### Equivalent Advertising Value (EAV) of TAU media coverage



The **39% decrease** in equivalent advertising value is indicative of the high EAV achieved in March, including high value, long form, online content for the two major events in March. The key topics which gained coverage in April featured in publications with lower reach but highly engaged audiences, for example, business media relating to the MOU between TAU, Auckland Airport and China Southern Airlines.

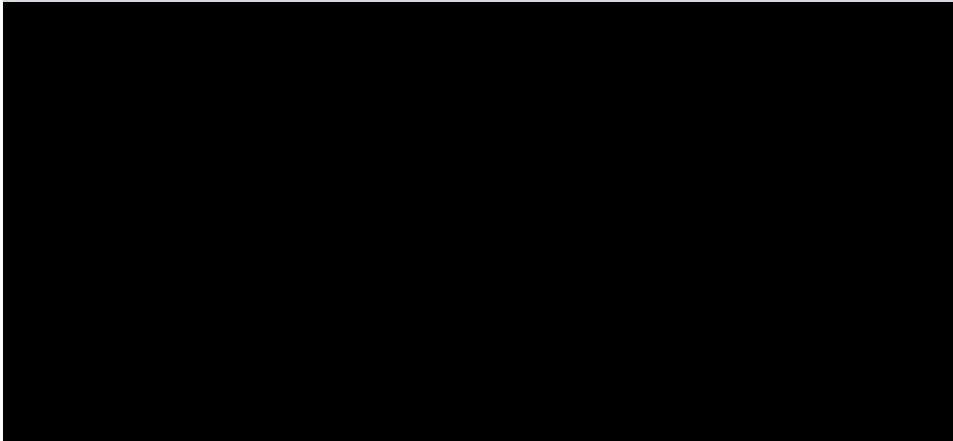
### Top Countries - 1 April - 30 April

	City	Country	Total users	Total Users as %	Sessions	Sessions as %
1.	Auckland	New Zealand	52,444	51%	60,081	51%
2.	Christchurch	New Zealand	9,497	9%	10,582	9%
3.	Sydney	Australia	6,530	6%	7,133	6%
4.	Wellington	New Zealand	5,761	6%	6,120	5%
5.	Melbourne	Australia	5,663	5%	6,059	5%
6.	Hamilton	New Zealand	3,185	3%	3,474	3%
7.	Brisbane	Australia	3,035	3%	3,205	3%
8.	Tauranga	New Zealand	1,395	1%	1,528	1%
9.	Whangarei	New Zealand	1,198	1%	1,323	1%
10.	Rotorua	New Zealand	700	1%	768	1%

Auckland visitors have topped from 63% in March to 51% in April. due to an increase in visitors from Christchurch, Sydney, Wellington, Melbourne and Hamilton. Top three countries are New Zealand, Australia, and United States.

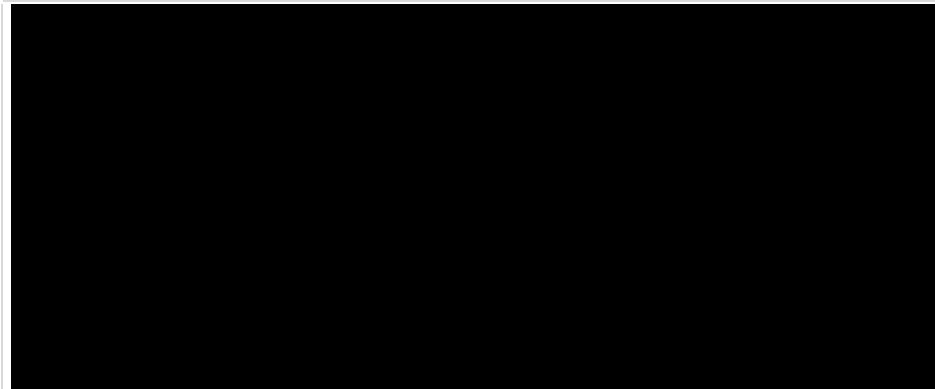
## Organisation and Social Enterprise

### Group Shared Services Implementation



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

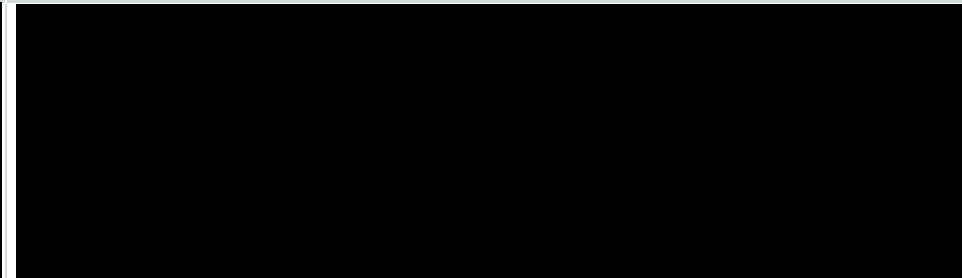
### Commercial Revenue & Partnership Strategy

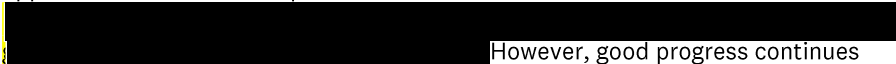


S7(2)(f)(i),(h),(i) LGOIMA 1987

### ICT Enhancement

S6(c),S7(2)(f)(i),(h) LGOIMA 1987

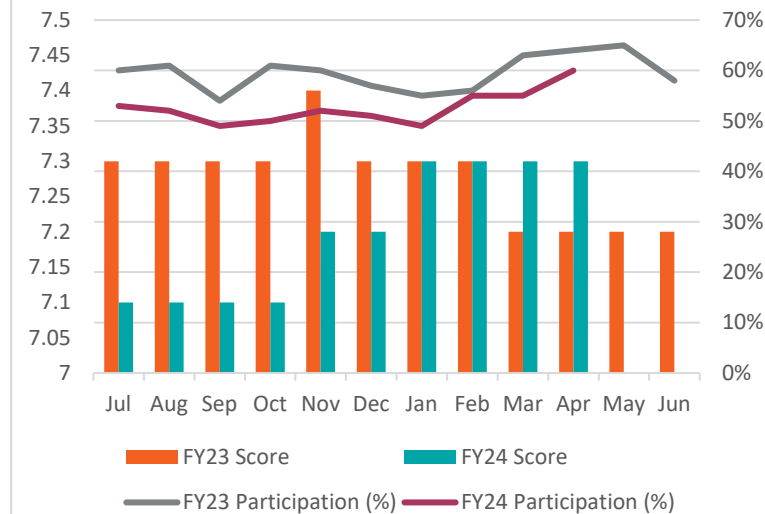


- The first phase of the Zoo's Learning Management System has been launched, with a further phase planned at the start of the next financial year where customers will be able to pay for content.
- Dexibit has been selected as a pre configured data platform specifically developed for the attraction industry, with benchmark data from similar organisations across the world, in addition to AI predictive modelling and forecasting capabilities. It will form a key element of our data culture journey and help uplift organisational data literacy, which is fundamental to being able to unlock the power and value of data
- The Enterprise Integration Platform is being increasingly utilised in end to end solutions, focusing on surfacing event data for example to the CRM to support the Strategic Invites solution, bringing event data together with stakeholder lists.
- Good progress is being made to ingest financial data from UB into the Enterprise Data Platform. Further work is required to ensure the stability of the council bot solution and correct use of SAP data feed, to enable the full realisation of simplified financial reporting.
- Incremental improvements have been made to Discover Auckland to support specific Music Month requirements, while customer testing of commercialisation opportunities continues in parallel.
-  However, good progress continues on automation of strategic hosting and supporting opportunity and member management for ACB/DPP
- BAU work continues to ensure all of the applications and platforms remain supportable and secure, with an UB upgrade planned for May, IPAD refresh in June and changes to support agreements for Salesforce and Discover to improve resilience and availability. Work is ongoing with the council service desk team to improve the speed at which system requests and incidents are dealt with.
- **Refer to the CE sub-reports in Resource Centre for the** Customer Strategy / CRM / eDM benefits dashboard.

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

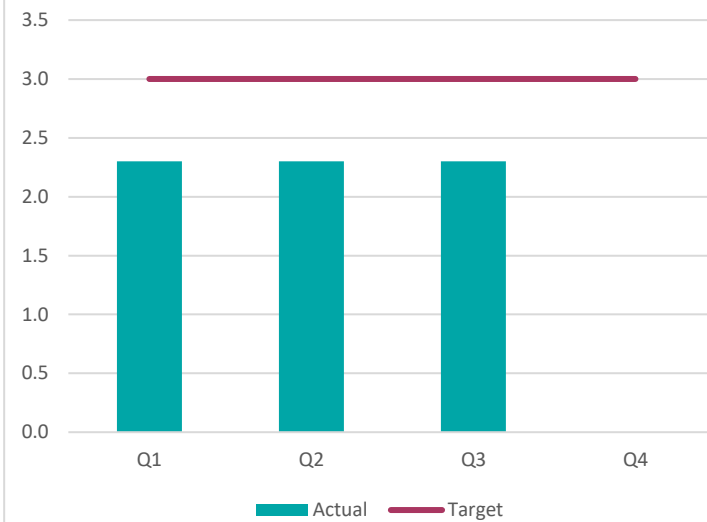
## KPI RESULTS

### OfficeVibe engagement score and participation



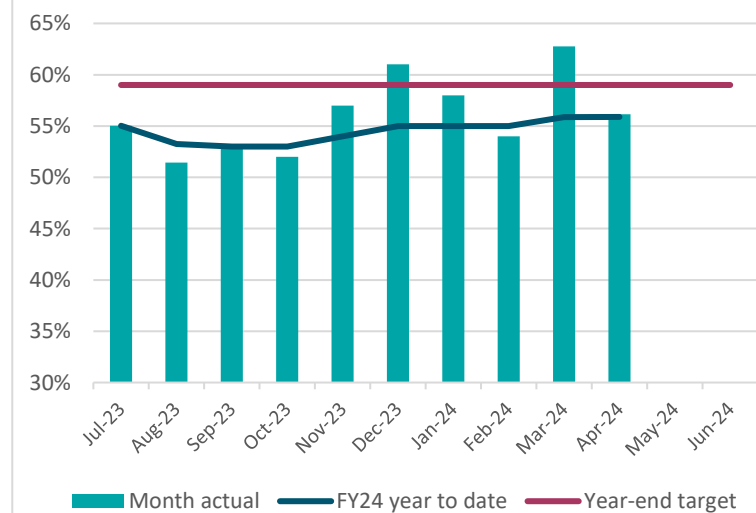
Participation has grown over the last 4 months from 50% to 60%. The engagement score has remained the same at 7.3 – the highest score since the beginning of the FY.

### Cybersecurity posture



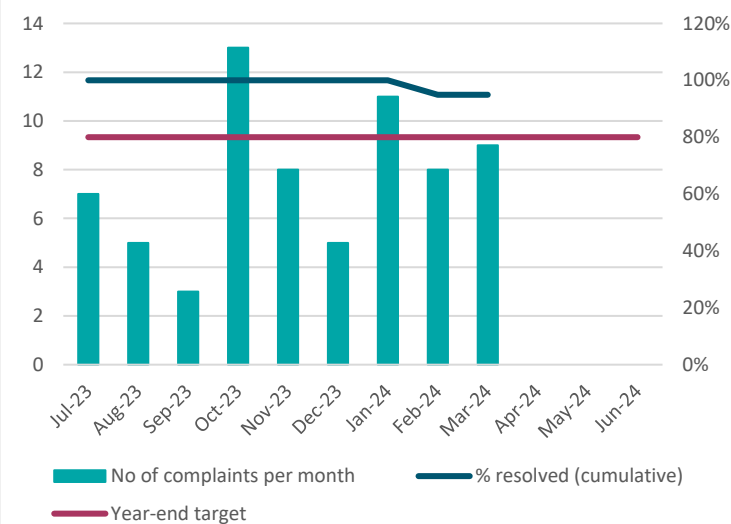
No cyber security breaches

### % expenses through non-rates revenue



At 56%, the year-to-date percentage of expenses funded through non-rates revenue was **below target** of 59% at the end of April.

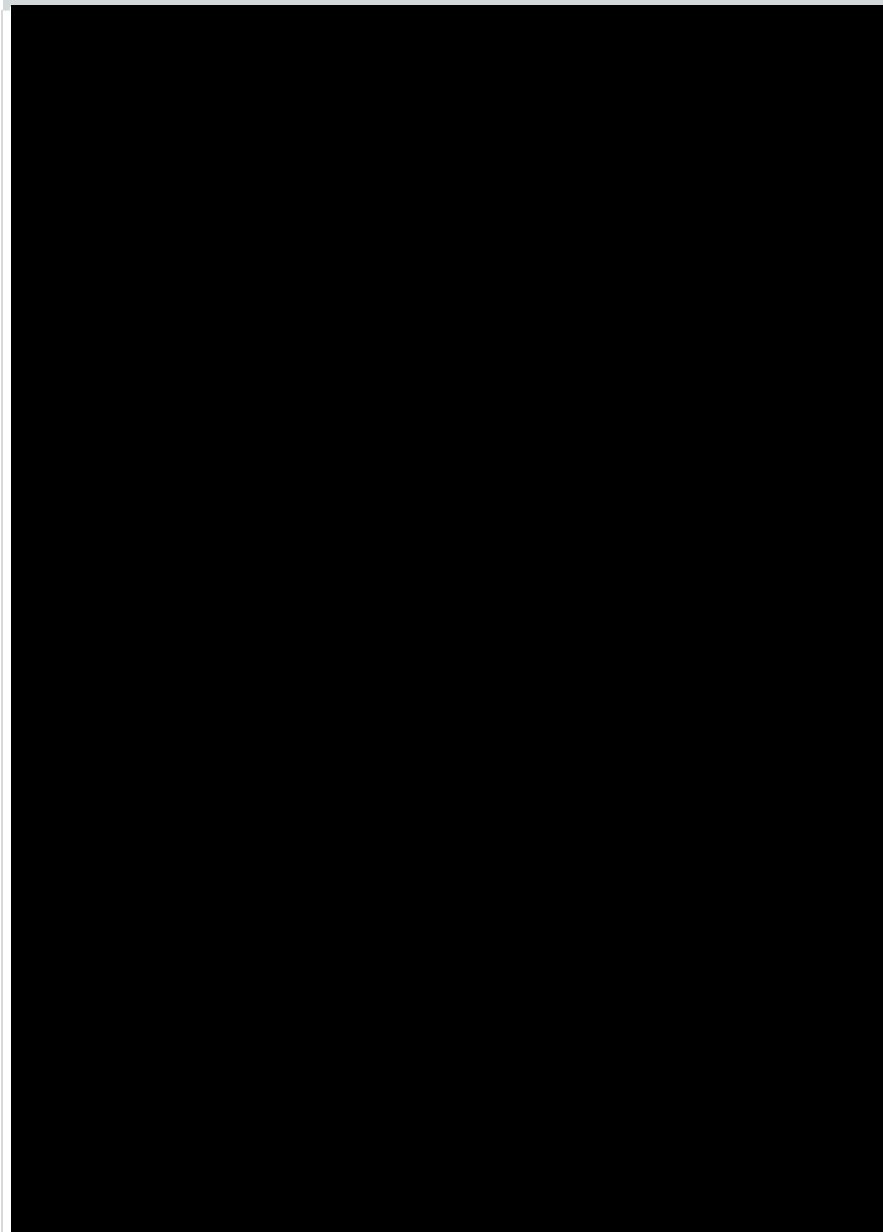
### % of customer complaints resolved within 10 working days



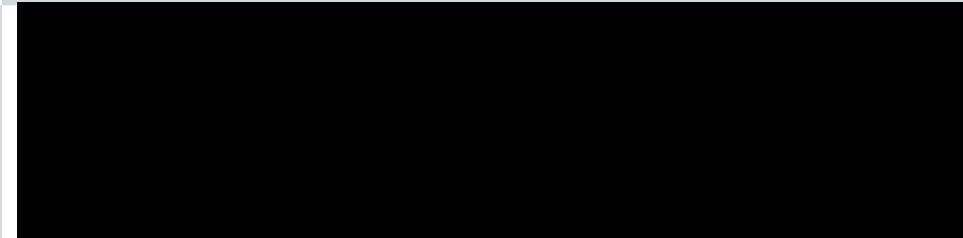
95% of complaints had been resolved within 10 working days to the end of Q3. On target.

## Māori Outcomes

### Kia ora te Umanga | Māori Business, Tourism and Employment



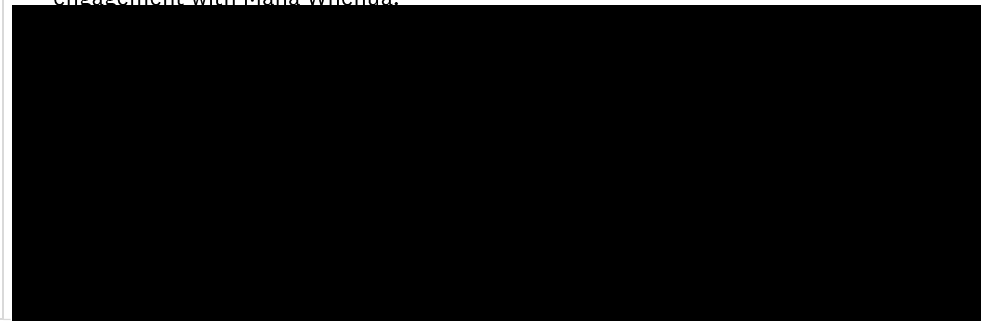
### Kia ora te Ahurea | Māori Identity and Culture



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

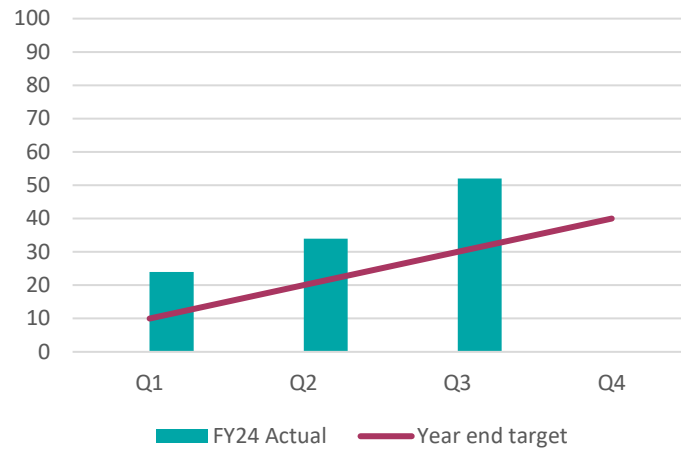
### Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- He Kete Mātauranga Māori and Climate Innovation Hui:** The TAU Climate Connect team will host a full day mātauranga Māori and climate innovation hui on **5 June** at Te Mahurehure Marae. The event is an opportunity for Māori to connect with Māori in a safe space to share their aspirations and explore how indigenous knowledge can guide our decision making as climate uncertainty continues. Invitees range from Māori businesses, Iwi and Hapū representatives, and mātauranga organisations to academia and community groups who want to understand climate issues from a mātauranga Māori perspective. line-up of speakers includes TAU Board member Dan Te Whenua Walker.  
Main themes include: Mātauranga Māori and applying it in climate discussions, climate innovation future pathways for Māori.
- Auckland Unitary Plan and Indigenous Filming Protocol changes for Sites and Places of Significance to Mana Whenua:** The SPSMW engagement report was circulated with Iwi/hapū in April, outlining engagement to date on the proposed plan change and changes to the filming application process, and outlining next steps. The same report will be shared with the wider screen industry along with an invite to a hui in mid-June hosted by Screen Auckland. Industry representatives have also compiled a draft commitment document that will be shared with Mana Whenua representatives for feedback, outlining how they intend to have meaningful and thoughtful engagement with Mana Whenua.



## KPI RESULTS

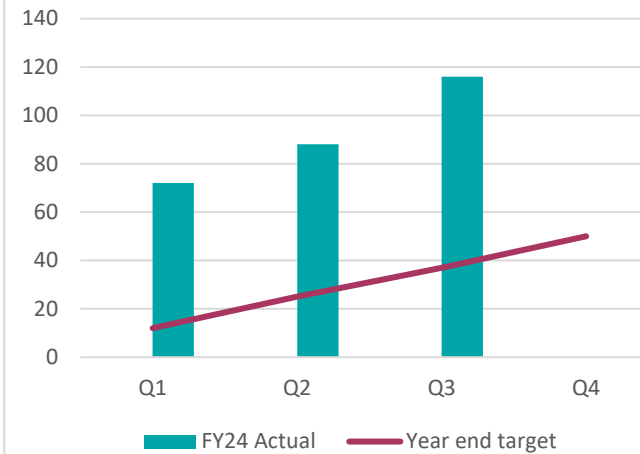
### Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau



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

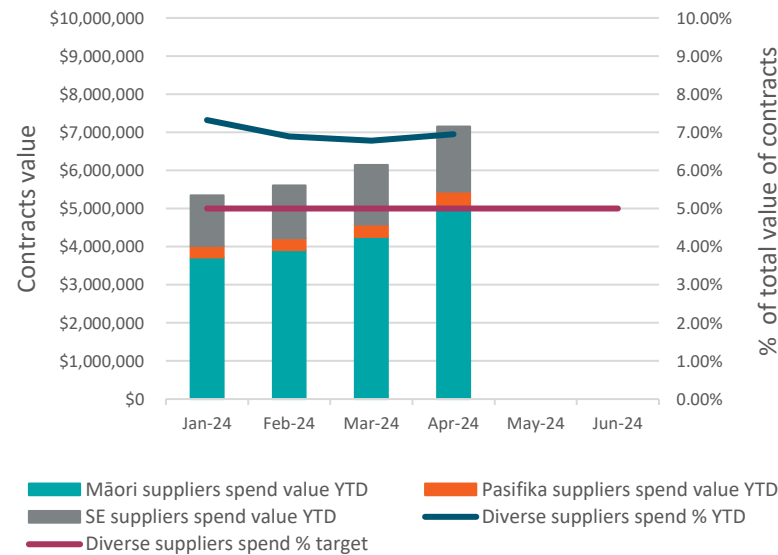
A paper is available in the Resource Centre that provides further detail on this measure.

### 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 6.95% - **above the target** of 5%. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of April (70%).

*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.*

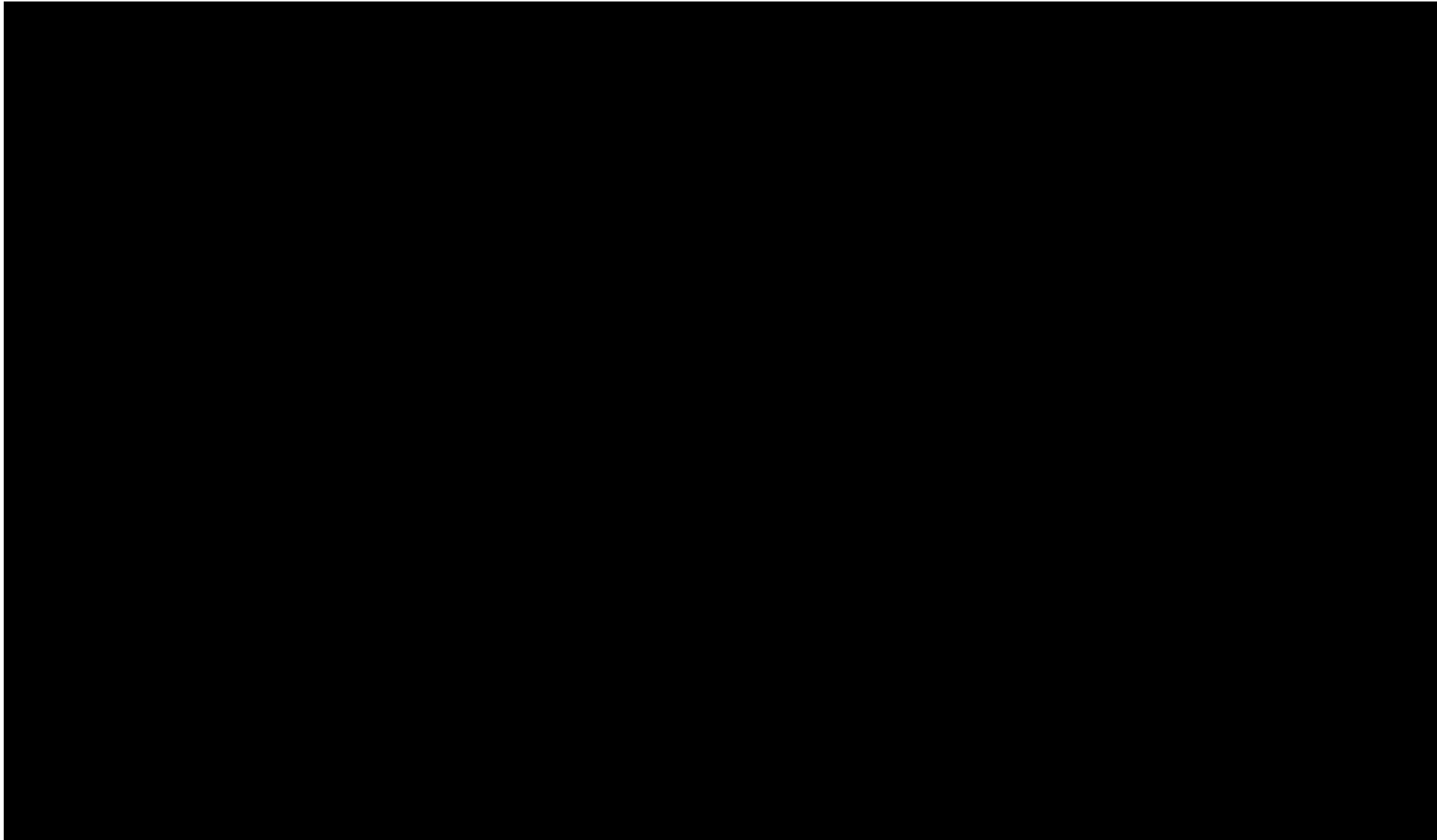


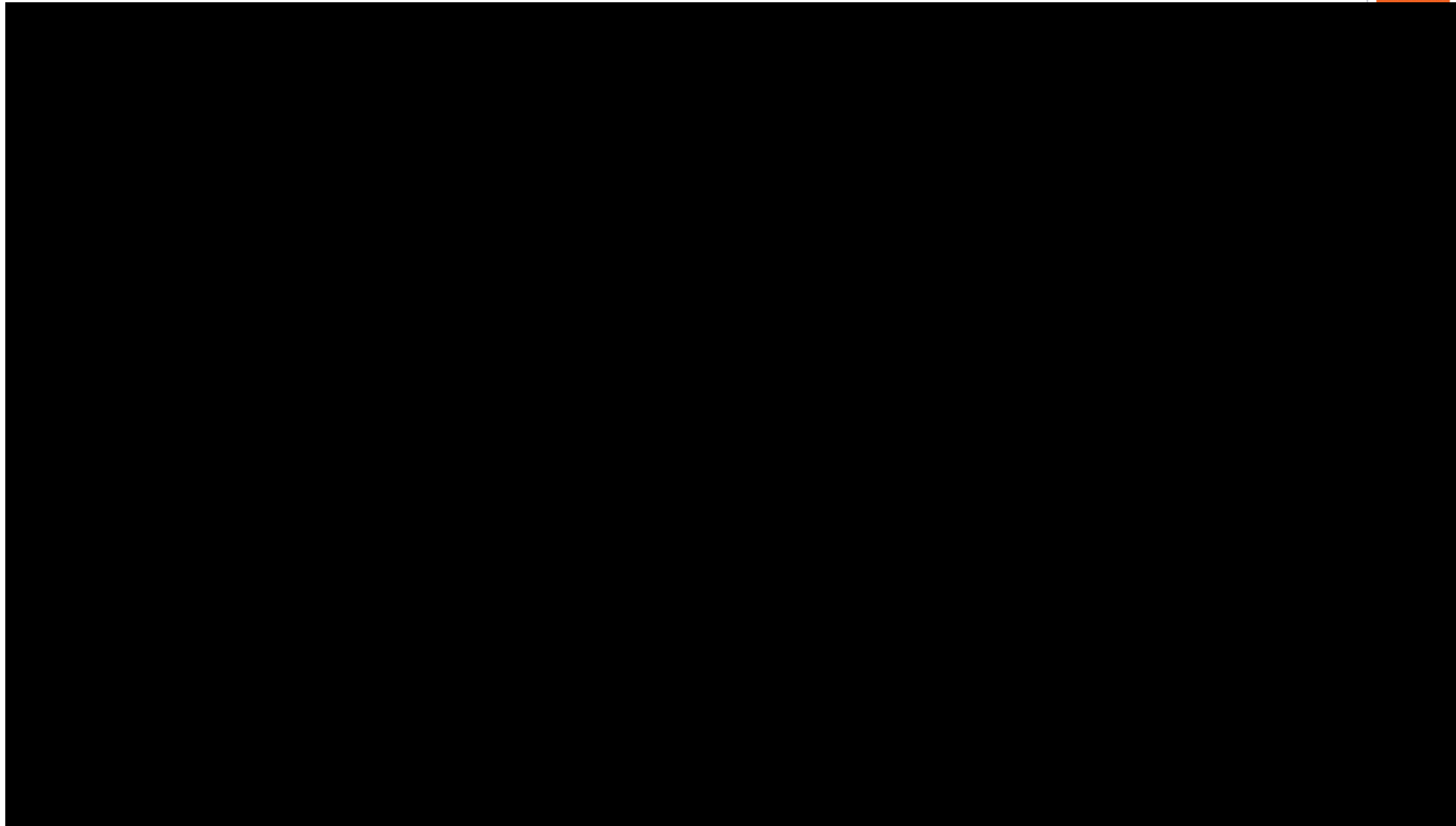
## Schedule of Appendices

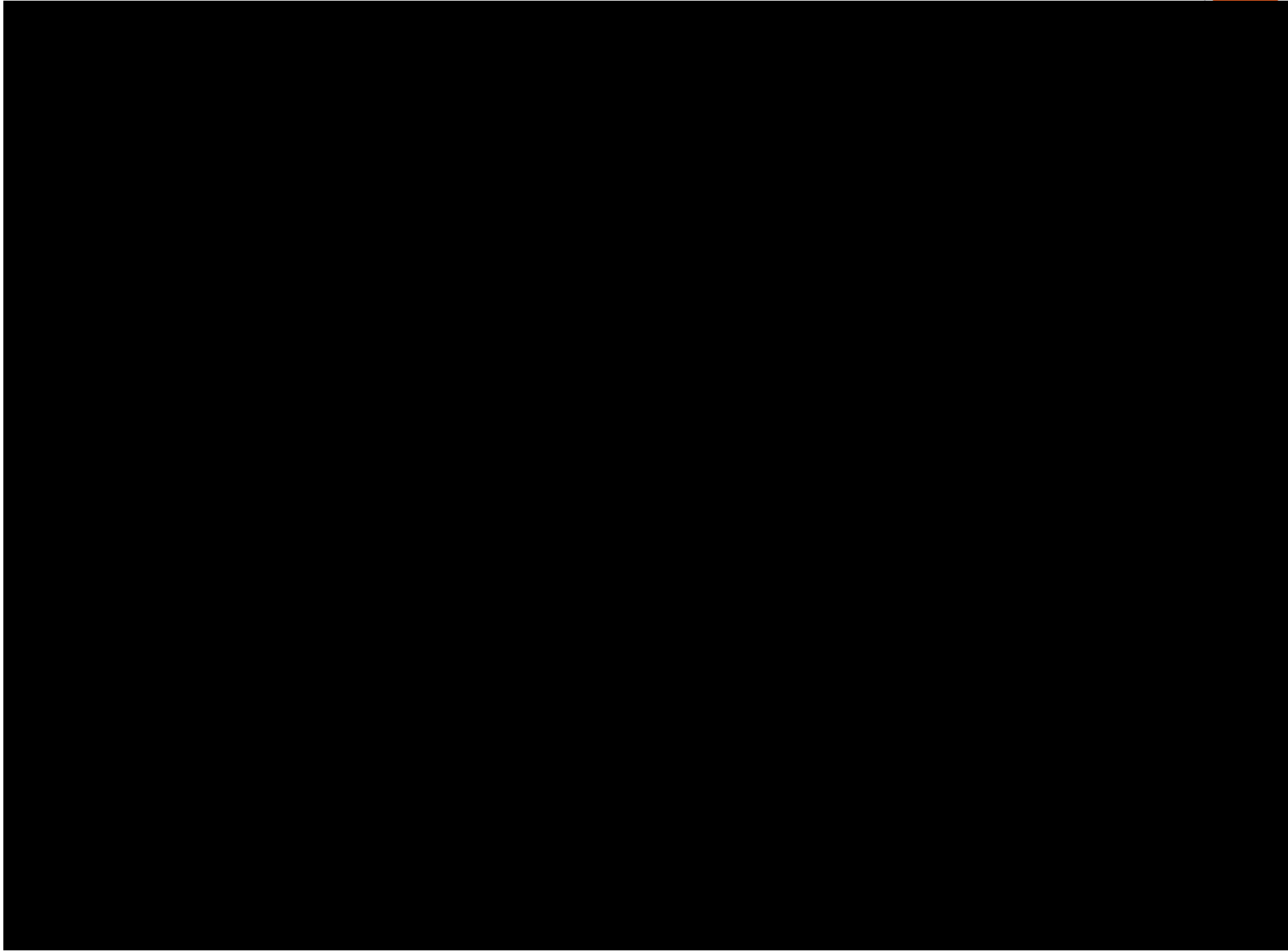
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)
- Climate Change & Sustainability Dashboard (Bi-monthly)

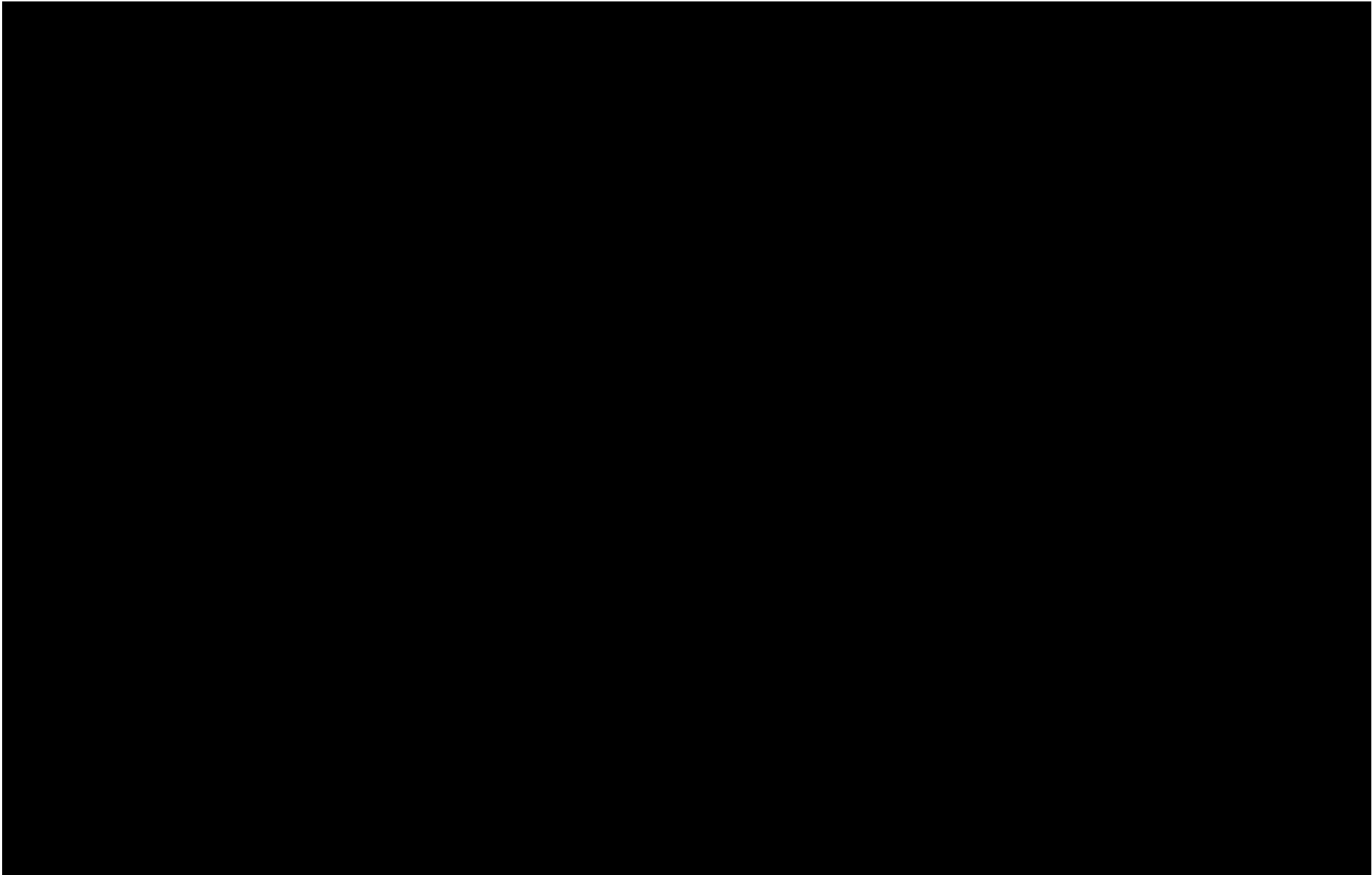
## 4. CE sub-reports in Resource Centre

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









# Monthly Operating Performance

## Operating performance trend

\$ million		FY 24 YTD			Full year
	Notes	Actual	Adj Budget	Variance	Adj Budget
<b>Net direct expenditure</b>	<b>A</b>	<b>75.4</b>	<b>79.4</b>	<b>4.1</b>	<b>93.0</b>
<b>Direct revenue</b>	<b>B</b>	<b>84.9</b>	<b>80.6</b>	<b>4.3</b>	<b>95.3</b>
Fees and user charges		45.5	48.4	(2.9)	56.9
Operating grants and subsidies		14.2	8.5	5.8	25.6
Other direct revenue		25.1	23.6	1.5	12.8
<b>Direct expenditure</b>	<b>C</b>	<b>160.3</b>	<b>160.0</b>	<b>(0.2)</b>	<b>188.3</b>
Employee benefits		72.7	70.8	(1.9)	80.5
Grants, contributions and sponsorship		7.0	4.9	(2.2)	7.8
Other direct expenditure	<b>D</b>	80.5	84.4	3.9	100.0
<b>Other key operating lines</b>					
Vested assets		(1.7)		(1.7)	
Depreciation and amortisation		47.9	46.4	(1.5)	55.7
Finance & Interest		0.0		0.0	
Capital Grants to TAU+ Partners		(0.7)		0.7	
<b>Capital investment trend</b>					
<b>Capital expenditure (incl. AFS)</b>	<b>E</b>	<b>46.7</b>	<b>53.9</b>	<b>7.2</b>	<b>67.2</b>
Capital revenue		0.7		0.7	



## Key commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY23 which were not spent in the year and Auckland Council has subsequently approved (late August), portions of this unspent budget being transferred to FY24.

A. Net Direct Expenditure is favourable to budget due to strong visitation and better than expected event revenues, offset by additional costs to support increased event activity.

B. Revenue is favourable to budget due to continued strong visitation at the Zoo and Maritime Museum, alongside better than expected event revenues. Operating Grants and subsidies are favourable due to Major Events, and Regional Events Fund funded activities.

C. Costs are almost to budget, employee benefits are adverse due largely to additional casual staff being needed for revenue generating events.

D. Other expenditure includes costs of sales for events and visitation, occupancy and utilities as well as repairs and maintenance costs to support the venues of Tātaki.

E. Capital programmes have had a slower than anticipated start due to ongoing delays related to flood remediation, this however is largely a timing issue that is being rectified as we progress the year. The Art Gallery restoration programme is running behind scheduled capital expectations for FY24 due to a later start than anticipated – this will require a deferral to FY25.