

Board Meeting Agenda

8.00 a.m. Friday 1 March 2024

Limelight Room, L3 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.	30 mins
2	Confidential Minutes 31 January 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"> Destination Partnership Programme Advisory Committee (1 Feb 2024), Jenna Wootten Māori Engagement Committee (15 Feb 2023), Hinu Te Hau Capital Projects Committee (27 Feb 2024), Alastair Carruthers 	To Discuss	T & C		
CE CONFIDENTIAL UPDATE AND DRAFT STATEMENT OF INTENT					
4	CE Confidential Update, Nick Hill	To Discuss	T & C	8.30 a.m.	1 hour 30 mins
5	Strategy Session Follow-Up, Nick Hill	To Discuss	T & C	10.00 a.m.	45 mins
BREAK				10.45 a.m.	15 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
6	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
7	Public Minutes 31 January 2024, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT AMENDMENT					
8	Amended Statement of Intent 2023 - 2026 Appendices Approval, Justine White	To Approve	T & C	11.05 a.m.	15 mins

Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
CE REPORT AND PERFORMANCE REPORTS					
9	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC)	To Note	T & C	11.20 a.m.	40 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
APPROVAL PAPERS					
10	Q2 Performance Report ¹ , Justine White	To Approve	T & C	12.30 p.m.	1 hour
11	Capital Programme ² , Justine White and Paul Tyler 1. TAU Solar Programme 2. Auckland Art Gallery Administration Refurbishment	To Approve	T & C		
12	Auckland Art Gallery, Kirsten Lacy 1. Three Year Strategy ¹ 2. Advisory Committee Membership and Charter ¹	To Discuss To Approve	T		
NOTING PAPERS					
13	Te Puna Precinct ² , Pam Ford	To Note	C	1.30 p.m.	1 hour
14	Major Events Investment Framework ² , Annie Dundas and Chris Simpson	To Note	C		
15	Health and Safety Report ³ , Lynn Johnson and Priyanka Victor	To Note	T & C		
	Close of Meeting			2.30 p.m.	

¹ S7(2)(f)(i),(h) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(a),(d),(f)(i) LGOIMA 1987

Board Meeting Agenda



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"> 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) Services Workforce Development Council, Tertiary Education Commission (Council Member) 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 (Trustee) • Hawaiki TŪ Foundation (Trustee) • TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> • Director Creative Industries/Services Vocational Learning Creative Northland • Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally • Candidate for the National Party for the seat of Tāmaki Makaurau at the October 2023 election 	
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 – 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) • Innovation Programme for Tourism Recovery (Advisory Panel Member) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) 		

		<ul style="list-style-type: none">• Sarcoma Foundation NZ (Board member)• Child Cancer Foundation (Board member)• Ronald McDonald House (Board member)		
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Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-24	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2023 Q2 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 17 Jan Risk and Finance Committee – 23 Jan (½Y Accounts) Board Meeting – 31 Jan (½Y Acts)
Feb-24	<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 – 13 Feb 	<ul style="list-style-type: none"> Māori Engagement Committee – 15 Feb Capital Projects Committee – 27 Feb Board Meeting – 1 March
Mar-24	<ul style="list-style-type: none"> Annual Plan FY25/26 Draft 2025 -2028 Statement of Intent 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2024) 		<ul style="list-style-type: none"> Risk and Finance Committee – 13 March Board Meeting – 27 March
Apr-24		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 3 April Capital Projects Committee – 11 April Board Meeting – 24 April
May-24	<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 Annual insurance renewal Auditor engagement and fees FY25-27 		<ul style="list-style-type: none"> Risk and Finance Committee – 15 May Māori Engagement Committee – 16 May Board Meeting – 29 May
Jun-24	<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"> Remuneration Committee – 6 June Capital Projects Committee – 11 June Board Meeting – 26 June (Public Board Meeting)

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-23		<ul style="list-style-type: none"> • CEO Report • H&S Report 		<ul style="list-style-type: none"> • Risk and Finance Committee – 17 July • Board Meeting – 31 July
Aug-23	<ul style="list-style-type: none"> • Q4 Performance Report • Q4 Risk Report to Council • 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"> • Capital Projects Committee – 14 August • Māori Engagement Committee – 15 August • Risk and Finance Committee – 21 August (FY24 Statements) • Board Meeting – 27 August
Sep-23		<ul style="list-style-type: none"> • CEO Report • H&S Report 		
Oct-23	<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"> • Capital Projects Committee – 15 Oct • Remuneration Committee – 17 Oct • Board Meeting – 30 Oct (Public Board Meeting)
Nov-23	<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"> • Risk and Finance Committee – 13 Nov • Māori Engagement Committee – 21 Nov
Dec-23		<ul style="list-style-type: none"> • CEO Report • H&S Report 		<ul style="list-style-type: none"> • Board Meeting – 3 Dec

BOARD MEETING (open)

HELD ON: Wednesday 31 January 2024 at 8.00 a.m.

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

PRESENT:

Vicki Salmon	Chair
Jannah Wootten	Deputy Chair
Carol Cheng	
Jen Rolfe	
Dan Walker	
Graeme Stephens	
Alastair Carruthers	
Hinu Te Hau (Teams)	
Desley Simpson	Deputy Mayor and Lead Councillor (Teams)
Sarah Johnstone-Smith	CCO Governance Auckland Council

APOLOGIES: None

ATTENDED:

Executive Team	Nick Hill Chief Executive (Teams), Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Sam Noon Principal Advisor Māori Outcomes (on behalf of Helen Te Hira), Kevin Buley Director Auckland Zoo, 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 Financial & Corporate Services Officer
Priyanka Victor	Health and Safety Business Partner
Annie Dundas	Director Destination
Chris Simpson	Head of Major Events
Virginia Terpstra	FWWC 2023 Host City Programme Team
Santha Brown	FWWC 2023 Host City Programme Team
Hutch Wilco	Art Gallery, Exhibitions & Project Manager
Jane Waddel	Head of Content and Channels
Prabhdeep Singh	Synergy Digital Program Lead
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.

There were no apologies.

2. CONFIDENTIAL 29 NOVEMBER 2023 MINUTES, 11 DECEMBER 2023 MINUTES AND ACTION TRACKER

The Board referred to the Action Tracker and noted that all gas fittings and infrastructure across Tātaki Auckland Unlimited (**TAU**) have been checked pursuant to the Board's request late last year and that action has now been completed.

Subject to one amendment (deletion of two sentences in the first section of p.4 of the 29 November 2023 minutes) the Board **approved** the 29 November 2023 and 11 December 2023 confidential minutes as accurate records of the respective meetings and **noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION AND COMMITTEE VERBAL UPDATES

The Board discussed the agenda for the meeting.

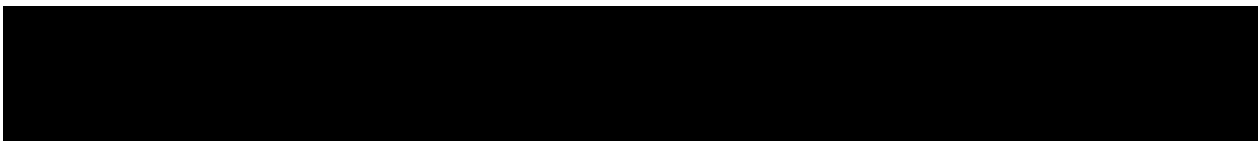
- The Māori Engagement Committee members summarised the recent Māori Engagement Committee meeting. At its upcoming 15 February meeting, the Committee will take a closer look at Māori groups in Tāmaki Makaurau and how TAU can improve engagement at all levels.

The Board **noted** the update.

4. CE CONFIDENTIAL UPDATE

Nick Hill apologised for attending the meeting remotely and provided a confidential update.

General

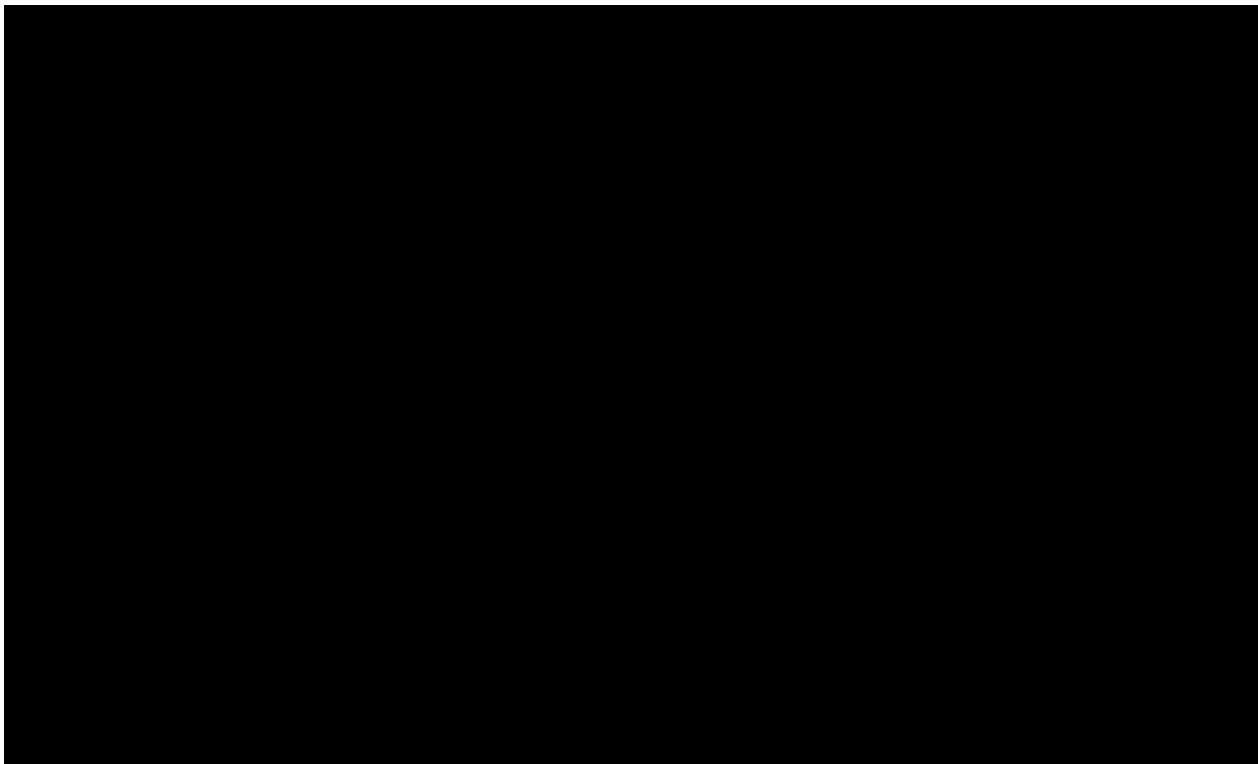


Long Term Plan and Letter of Expectation

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

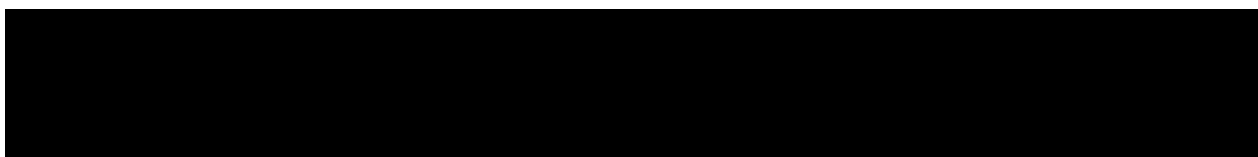
- Management updated the Board on progress on the Long Term Plan and TAU's next Statement of Intent based on the Mayor's recent Letter of Expectation.

Stadiums



Executive Recruitment Update

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



The Board **noted** the update.

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

Hinu Te Hau left the meeting at 10.00 a.m. Deputy Mayor Simpson and Sarah Johnstone-Smith joined the meeting. Lynn Johnson and Priyanka Victor joined the meeting.

5. HEALTH AND SAFETY

Lynn Johnson and Priyanka Victor spoke to the paper.

- The Board noted its appreciation of the increased granularity within the health and safety reporting and commended Management for the progress made on addressing the outstanding audit items. The proposed Health and Safety Policy is a step in the right direction, but given the broad application of the policy, it needs to be reviewed to ensure that it is only focussed on essential points and that it uses direct, user-friendly language.
- The Board queried the two outstanding health and safety audit issues at the Art Gallery. Management noted that ladder inspection matter is dependent on an external organisation that has been closed over the Christmas period. The other matter is due to be completed by the end of the week. Management provided a verbal update on several recent health and safety matters that will be formally covered in February's health and safety report.

Subject to the Board's comments being incorporated, the Board **approved** the Health and Safety Policy and **noted** the update.

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

Lynn Johnson and Priyanka Victor left the meeting.

6. CULTURAL ORGANISATIONS INTEGRATION UPDATE

Nick Hill spoke to the paper.

- Deputy Mayor Simpson updated the Board on the work of council's Arts, Social, Sports and Community Institutions political working group and noted that TAU is welcome to attend the group's future meetings. Also, it would be useful for TAU to nominate a Board member to be TAU's central point of contact for the work. [REDACTED]

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

- Subject to the consent of AWMM and the Auckland Regional Amenities Funding Board, the Board nominated Alastair Carruthers to be TAU's central contact for the work related to reviewing the potential to further integrate Auckland's cultural organisations (as directed by the Mayor's Letter of Expectations).
- The Board noted that the size and complexity of Auckland's cultural institutions should not be under-estimated. All options for the future of the sector will need to be fully reviewed from a cost/benefit and risk perspective so that informed decisions can be made.

The Board **noted** the update.

The Chair closed the confidential meeting and opened the public meeting. The ELT joined the meeting and a karakia was recited.

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 29 NOVEMBER 2023

Subject to the amendments made at Item 2, the Board **approved** the 29 November 2023 open minutes as an accurate record of the meeting.

Virginia Terpstra and Santha Brown joined the meeting.

9. FIFA WOMEN'S WORLD CUP 2023 CLOSE-OUT REPORT

Richard Clarke, Virginia Terpstra and Santha Brown spoke to the paper.

- Management summarised the recent FIFA Women's World Cup NZ 2023 (**FIFA WWC2023**) event. Auckland played a key role in the event including running a fan festival over the full term of the event. The event engaged and captured the hearts of hundreds of thousands of Aucklanders and a comprehensive independent review of the event has confirmed that it surpassed GDP and visitor impact forecasts.
- Management noted that prior the event it was estimated that FIFA WWC2023 would contribute \$100m to Auckland's regional economy and attract 130,000 visitor nights with a cost/benefit ratio of 1.25. However, the independent review confirmed the event contributed \$203m to the local Auckland economy, attracted 175,000 visitor nights, and produced a positive cost/benefit ratio of 1.32.
- The Board congratulated Management on a successful and professionally run event that had a broad global reach and asked Management what its highlights of the event were.
- Management noted that the event got off to a challenging start with a shooting incident at the city centre on the morning of the opening game. Following the incident Ngati Whatua Orakei conducted a cleansing ceremony which was a moving experience for all of those who attended. That incident was one of several significant challenges including the impact of COVID-19, organisational change, and severe storms impacting the lead up to the pre-tournament event at North Harbour Stadium. The team is proud of the way it responded to and overcame all of the challenges.
- The Board noted the significant improvement of Council's and CCO's delivery of large international events over the last 10 years. The Government, council, CCO's and the New Zealand Police now work much more closely together to deliver major events. Management agreed and noted that the improved model was fundamental in responding to FIFA WWC2023 challenges.
- The Board noted that the event was transformational for women's sport in New Zealand and once again thanked Management for the hard work securing and delivering the event.

The Board **noted** the update.

10. CE REPORT

Nick Hill spoke to the paper.

- The Board noted that the Destination Partnership Programme Advisory Group is scheduled to meet shortly. The group is proving to be a constructive forum for TAU to table and discuss key matters for Auckland's destination sector with industry stakeholders.
- Management noted that overall, TAU is currently on track to achieve its forecasts this financial year, however, those include an uplift in revenue in the second part of the year - so the business will need to continue to perform well to achieve its targets for the full year.

The Board **noted** the CE Report.

The Chair closed the public meeting and opened the confidential meeting. Deputy Mayor Simpson, Sarah Johnstone-Smith and the Executive Lead Team left the meeting. Kirsten Lacy and Hutch Wilco joined the meeting.

12. AUCKLAND ART GALLERY EXHIBITION BUSINESS CASE

Nick Hill spoke to the paper.

- Management summarised the proposed exhibition business case. The exhibition would be a significant ticketed exhibition and would complement the Gallery's 10-year strategy and existing collection.
- The Board and Management discussed pricing and ticketing strategy for the proposed exhibition. The Board noted that it is important to fully leverage and efficiently use the Gallery's membership model to ensure the best value for money is achieved for each of its significant exhibitions. [REDACTED]

The Board **noted** the business case.

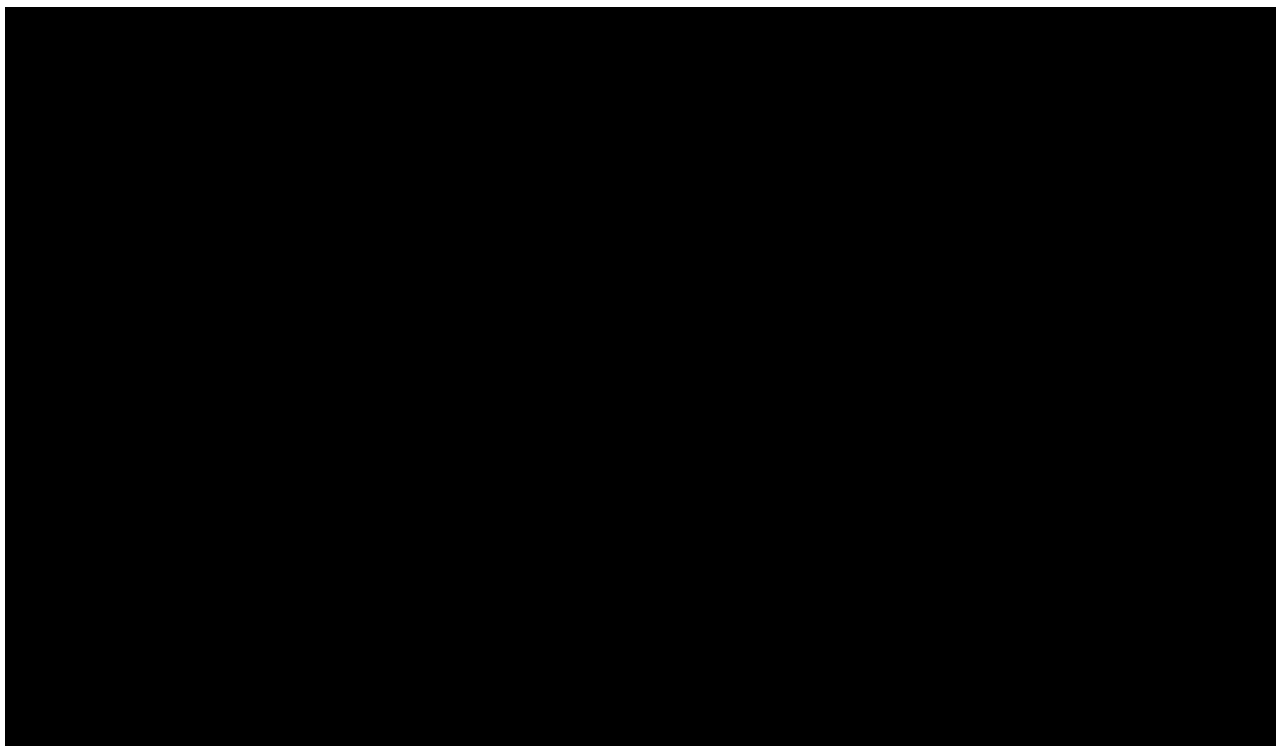
S7(2)(f)(i),(h),(i) LGOIMA 1987

Kirsten Lacy and Hutch Wilco left the meeting. Richard Clarke, Annie Dundas and Chris Simpson joined the meeting.

13. MAJOR EVENTS

Richard Clarke and Chris Simpson spoke to the paper.

- The Board requested that Management broaden the TAU events calendar (appendix 2 of the CE Report) to include future years and significant external events. (**ACTION POINT**)



The Chair noted that it was Richard Clarke's last board meeting at TAU and thanked him for his hard work over the years, including the challenging pandemic-impacted period and the recent TAU amalgamation. Richard thanked the Board and Management and wished TAU all the best for the future.

Richard Clarke, Annie Dundas and Chris Simpson left the meeting. Hinu Te Hau left the meeting at 2.05 p.m.

15. MĀORI ENGAGEMENT COMMITTEE CHARTER

The Chair noted that due to a lack of time, the Māori Engagement Committee charter item would be postponed.

Shelley Watson, Mandy Kennedy, Jane Waddel and Prabhdeep Singh (Teams) joined the meeting.

16. CUSTOMER STRATEGY / CRM COST BENEFIT APPROACH

Shelley Watson and Mandy Kennedy spoke to the paper.

- The Board noted that developing its customer relationship management (**CRM**) function is a fantastic opportunity for TAU that if done properly will unlock tremendous leverage opportunities.
- Management noted that a fully functional CRM function will significantly improve TAU's ability to create and analyse business cases, leading to more accurate and better-quality decision-making. Early results from improvements made to TAU's CRM function in the membership space are encouraging with membership activity up roughly 30% on last year.
- The Board noted its support for the direction of travel, but warned that CRM systems often promise a lot, but do not fully deliver in the real world. Management acknowledged that this is a risk with CRM systems, however, there have some recent technical advances that help mitigate some process risks. It will be critical that users 'buy-in' to the system and invest time to learn and use the new systems.

The Board **noted** the update.

Shelley Watson, Mandy Kennedy, Jane Waddel and Prabhdeep Singh left the meeting

11. FINANCIAL REPORTING FOR HALF YEAR ENDED 31 DECEMBER 2023

Justine White spoke to the paper:

- Management noted that only Tātaki Auckland Unlimited Trust (**TAUT**) has a formal Half Year Report due to its size. The TAUT Half Year Report was recently considered by the TAU Risk and Finance Committee which recommended the Board approve the same. Audit NZ has confirmed there are no significant issues but did make a minor change to the letter of representation regarding “work in progress” which has now been reflected in Management’s letter of representation.
- The Chair of the Risk Committee noted that that Audit NZ is due to provide formal audit clearance on 2 February 2024 but has provided verbal clearance. The Board can approve the financial reporting subject to Audit NZ’s formal clearance.

Subject to final Audit NZ clearance, the Board:

1. **Approved** the Chair of the Risk Committee to sign the Fraud Questionnaire for Tātaki Auckland Unlimited.
2. **Approved** the Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust Reporting Packs.
3. **Approved** the Chair of the Board and Chief Executive Officer signing the Letter of Representation addressed to Audit New Zealand for Tātaki Auckland Unlimited Trust.
4. **Approved** the Chair of the Board and Chief Executive Officer signing the Letters of Representation addressed to Auckland Council for Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust.
5. **Approved** the Chair of the Risk Committee signing the Audit NZ Engagement Letter for Tātaki Auckland Unlimited Trust for the 31 December 2023 review.

14. Q1 RISK REPORT TO COUNCIL

Justine White spoke to the paper.

- The Board noted that some of the risks appear to be unnecessarily elevated given TAU’s operating environment has become more certain over the last six months and the organisation has completed the bulk of its planned restructuring. Management agreed to review TAU’s strategic risks in light of the Board’s comments ahead of producing the next quarterly risk report.

The Board **approved** the Q2 2024 Risk Dashboard to the Auckland Council Audit and Risk Committee.

17. THE CLOUD

Nick Hill spoke to the paper.

- Management updated the Board on The Cloud. [REDACTED]

The Board **noted** the update.

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

The meeting ended at 2.45 p.m. The next Board meeting is scheduled for 1 March 2024.

Confirmed as a true and correct record of the meeting of 31 January 2024:

Chair

Date

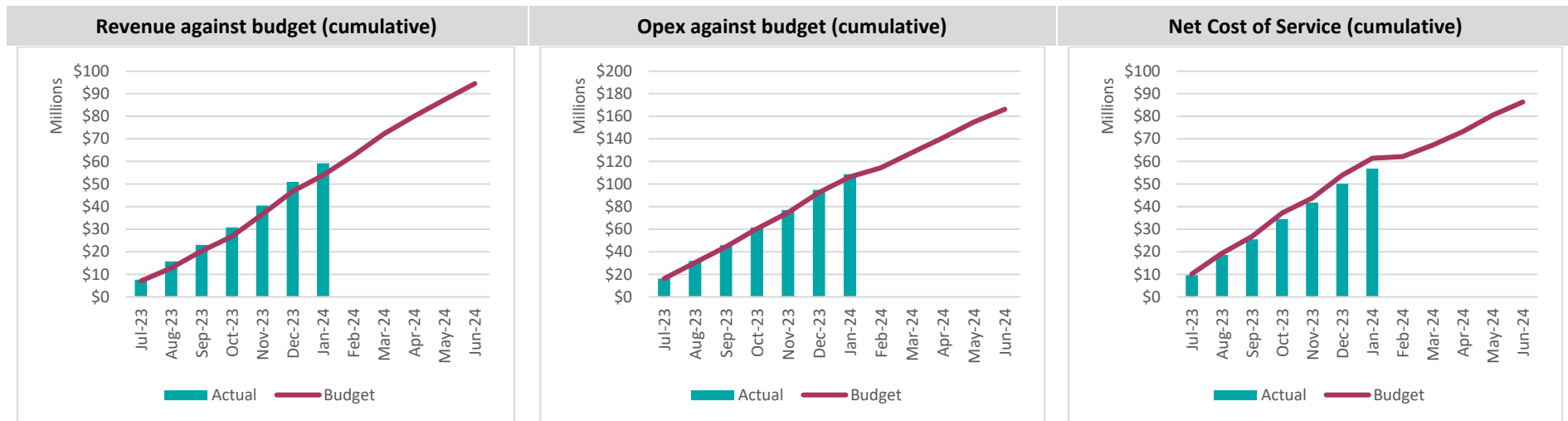
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 1 March 2024

1. Introduction

- TAU is experiencing a very strong start to the calendar year with the successful major events programme and patronage at the Zoo, Art Gallery and Maritime Museum at record levels.
- However, we continue to experience soft demand for our performing arts programming.
- The Robertson Gift: Paths to Modernity of 16 major modern art works was received by the art gallery in a formal ceremony that included the Robertson family and the Prime Minister.
- TAU’s Economic Development team put on a hosted breakfast with Auckland chief executives and the Mayor to talk about the relationship between the City and the government, the Mayor’s manifesto and the Government’s interest in “City Deals”.
- The Council has agreed to release its consultation document for the Long-Term Plan which includes seeking feedback on options for North Harbour Stadium redevelopment.

2. Finance update



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

Opex was slightly **above budget** (2%) at the end of January

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

3. Strategic Plan implementation


Experiences and Events

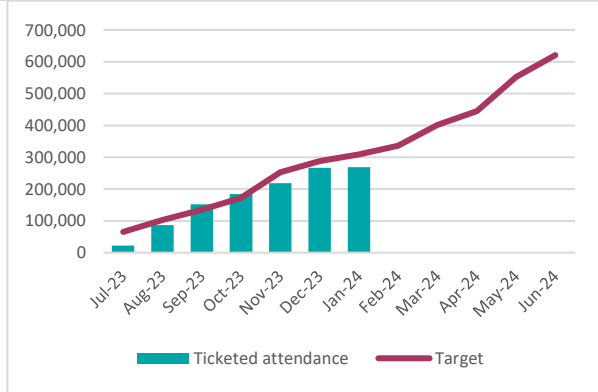
Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> Aotea Centre works are now largely complete, with some minor back of house components still being finalised. The first event in the venue took place on the 5 Feb. All staff returned to offices on 15 Jan. Auckland Live Summer in the Square launched in Aotea Square with events starting on 1 Feb. Activities include String Symphony, a giant two storey puppet by Australian company Spare Parts Puppet theatre, outdoor cinema programming and partnership activities with Latin Festa, Auckland Pride, Stand Up Stand Out and Lunar New Year in the Square. 	<ul style="list-style-type: none"> As part of Moana Auckland, TAU has been successful in confirming 6 entries into the Millenium Cup, Super Yacht Regatta. TAU has confirmed 75 schools to visit the RŪNĀ Activation Hub on Eastern Viaduct which is an interactive sustainability and education programme for schools and the public. This programme is in partnership with Sport NZ and Yachting NZ. The Moana Festival Hub has more than 20 acts including TrueBliss for the Opening event. Official opening ceremony and an industry event was held on 23 Feb. BNZ Auckland Lantern Festival (22-25 Feb) pack in has commenced. An international group from China has been confirmed to perform at the VIP Opening Ceremony. Invites have been sent and the Prime Minister has confirmed attendance. Pasifika Festival (9-10 Mar) – MOTAT joins Pasifika this year and the Auckland Art Gallery, New Zealand Maritime Museum and Auckland Zoo are activating the space during the event. MBIE have again confirmed their support for Pasifika through their Incubator fund. 	<p><u>Auckland Conventions Venues and Events (ACVE)</u></p> <ul style="list-style-type: none"> In line with seasonal patterns in Jan, ACVE delivered 6 events across 5 event days, 1485 attendees, Key events held in the month were Southern Cross Healthcare at VEC and Fulton Hogan at Go Media Stadium. The team contracted 28 future events with a value of (venue hire value). Key events included Amazon, GPC Asia Pacific, Chemist Warehouse, One New Zealand. The team secured 66 new leads/opportunities with a value of \$560,298 (venue hire value). Sales team attending association workshop and AIME tradeshow in Melbourne. <p><u>Auckland Convention Bureau (ACB)</u></p> <p>Notable bids submitted:</p> <p>Notable business events secured: LJ Hooker Pinnacle Event Sep 2024; WACE International Research Symposium 2026</p> <p>There are 81 future business events confirmed for Auckland (to 2028) as a result of ACB's support with an estimated future economic value of \$74.4m.</p>
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> The Anchor event, Synthony in the Domain was a huge success with total tickets sales of 33,649. The Red Bull Cliff Diving World Series Finale proved to be hugely successful over 27 and 28 Jan in Wynard quarter. 	<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

City Wide Events Calendar timelines


- Sharing of the City Wide Events Calendar with Auckland Council teams, and the development of a process to include their events, is in process. The ongoing development, and coordination of wider organisation roll out, now sits with the new Director Destination, who is reviewing and confirming timelines.

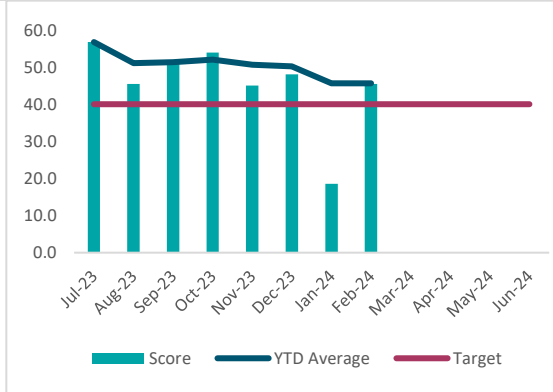
KPI RESULTS

Ticketed attendance Performing Arts (cumulative) 




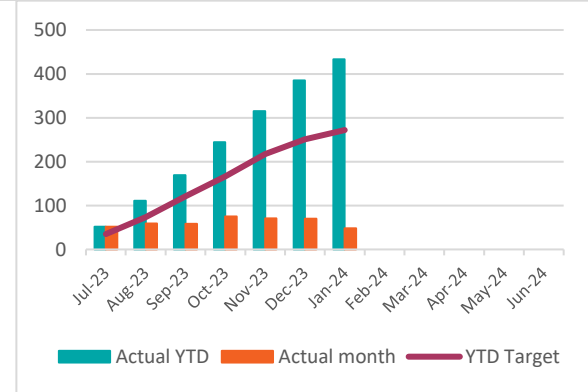
Ticketed attendance was **below target** at the end of January, at 269k

NPS for TAU audiences and participants Performing Arts 



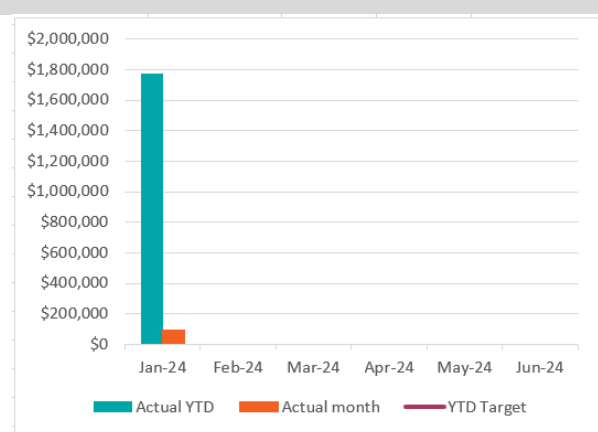
Performing Arts' NPS score year to date is tracking **above target**. January's score (18.5) was the lowest FY24 result so far however, it should be noted that only two events were eligible for surveying and given that, there will be some statistical variation in NPS results.

UPDATED: Number of Performing Arts events (cumulative) 



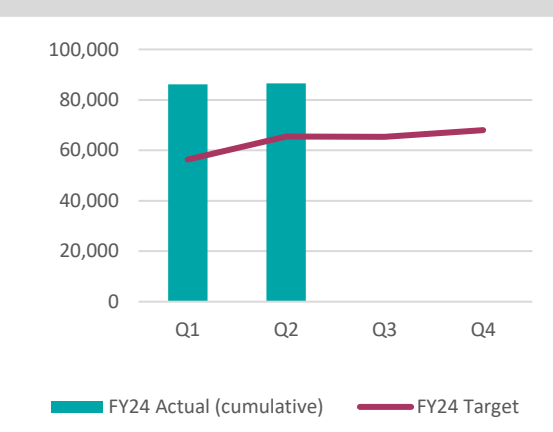
The number of Performing Arts events (433) was **above target** of 272 at the end of January

UPDATED: Performing Arts Financial YTD EBITDA 




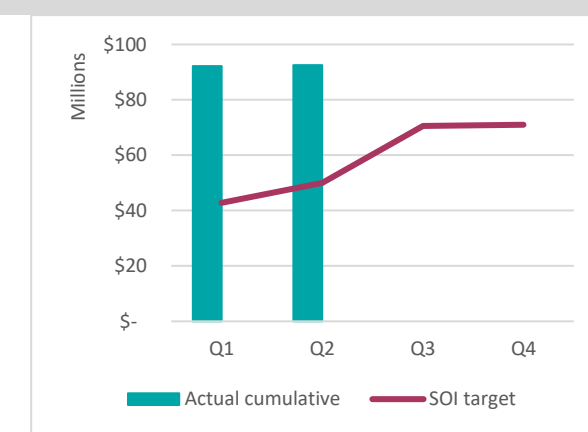
Performing Arts YTD financial EBITDA was \$1.7m at the end of January, against a target of \$1.8m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



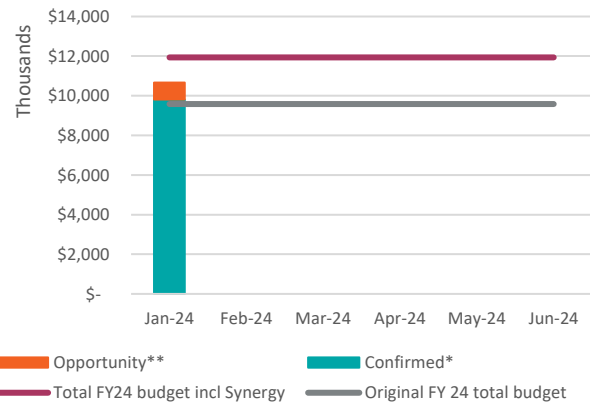
Performing Arts has already **reached the year-end SOI target**. This was mostly due to a larger than anticipated number of children participating at the FIFA Fan Festival.

Contribution to regional GDP from major & business events 



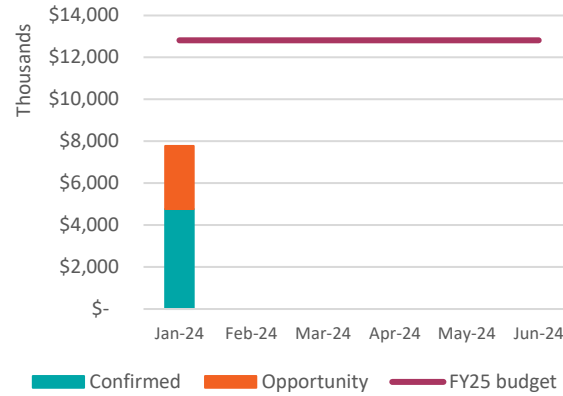
YTD SOI **target has already been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed more than \$87m to regional GDP.

NEW: ACVE FY 2024 Forecast YE Revenue vs Budget



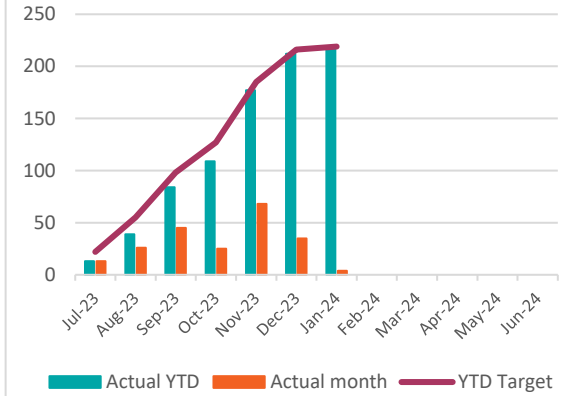
ACVE FY24 budgeted venue revenue is \$11.9m including synergy uplift. The current 'confirmed' full year forecast venue revenue is \$9.7m **short of the adjusted target by 18%**, \$2.2m. *Confirmed category includes confirmed events and 1st Pencil events - 1st in line and may proceed to contract if desired **Opportunity status is a sales enquiry or a lead (no booking space is held)

NEW: ACVE FY 2025 Forecast YE Revenue vs Budget



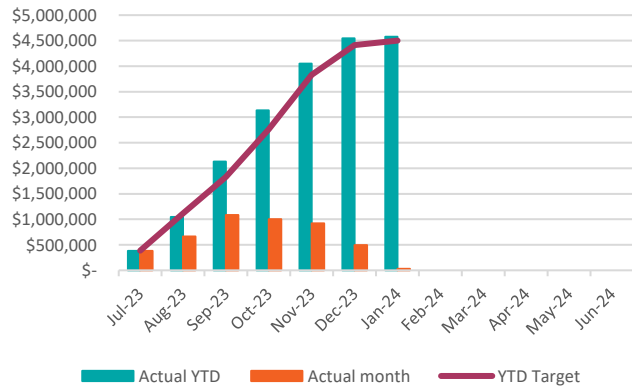
ACVE FY25 budgeted venue revenue is \$12.8m. Based on current bookings, \$4.77m towards this revenue target is confirmed with a further \$3m of opportunities in the pipeline.

UPDATED: Number of ACVE events (cumulative)



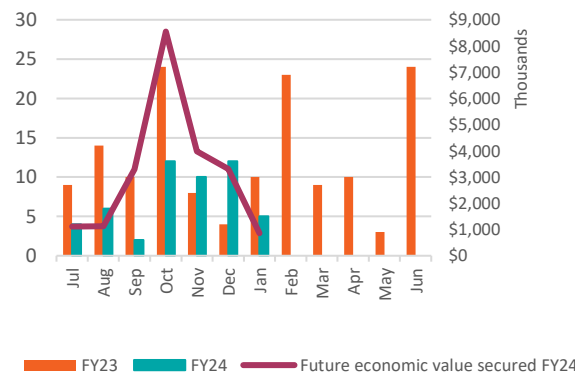
The number of ACVE events was **on track** at the end of January at 216 events

UPDATED: ACVE Financial YTD EBITDA



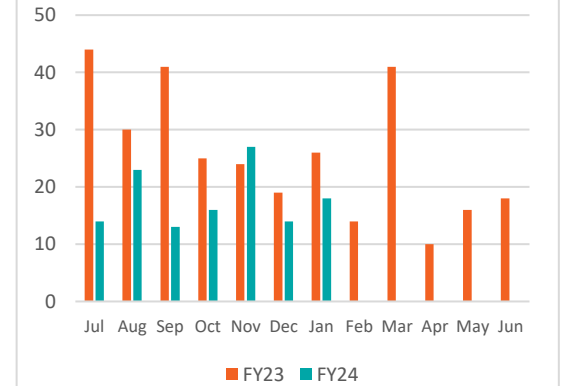
ACVE's YTD financial EBITDA was **on track** at the end January at \$4.6m

Business events secured by ACB



ACB helped to secure **5 new business events** for Auckland in January, with an estimated \$860K of future economic benefit to the region. The events are due to be held in 2024.

Business events – new opportunities supported by ACB



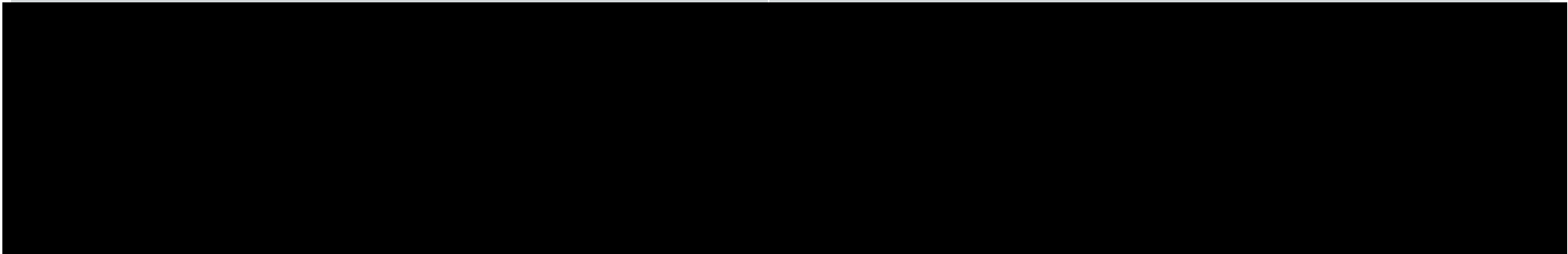
In January, ACB generated or assisted with **18 new business event opportunities** for Auckland with dates through to 2026 and an estimated economic value of \$25.4m if all were to be secured

Facilities

NZ Maritime Museum	Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> There were 18,335 visitors to the galleries, shop, event spaces and cafes in Jan with excellent results being driven by solid local visitation and high cruise ship and tourism numbers. Preparations for the long-term gallery renewal programme continue with a series of establishing workshops beginning and running into Feb with a focus on scope and scheduling over a multi-year period. Always Song in the Water - Art Inspired by Moana Oceania, continues with an extended run into the Moana Auckland timeframe. Preparations are underway for the next exhibition, <i>Sentinel</i>, focussing on seabirds and their role in ecology and conservation efforts. The museum's digitalisation project has begun its next phase, focussed on staff assisting smaller institutions with establishing their digitisation programmes. This project is funded by Lotteries. Work continues with collection storage move, with full design for the new space completed and lodged for consent. Preparations for the move at the current Avondale site are nearing completion with all vessels and large objects crated for move – a major milestone. 	<ul style="list-style-type: none"> YTD total visitation tracking positively and ahead of target at 269,731. Jan target achieved, with a +9% variance (forecast 45,923 vs actual 49,989). Jan had two partial days of closure due to two evacuations. Had these two incidents not occurred visitation is likely to have surpassed 50,000. Guo Pei: Fashion, Art, Fantasy 郭培：时装之幻梦 is popular and on target with 27,614 total exhibition visits to date and 18,678 total ticket sale attendance to date, excl. members (who pay annual fee and receive free exhibition entry). Also met with three staff from M+ (Hong Kong) to discuss exhibition, and tour of half of our exhibition and content. Final installation and preparations underway throughout Jan for opening The Robertson Gift: Paths through Modernity exhibition (9 Feb). Prime Minister Christopher Luxon accepted invitation (30 Jan) as key speaker to accept gift and granted private audience with the Robertson family. [REDACTED] S7(2)(f)(i) LGOIMA 1987 Haerewa Workshop to reset purpose/working relationship and agree key focus areas for 2024 took place and planning progressed for three-year work stream.
Auckland Zoo	Auckland Stadiums
<ul style="list-style-type: none"> Total visitors: YTD 510.1k, 6.9% ahead of target. Jan visitation exceeded 100k for the first time in the Zoo's 101-year history with 108.1k total visitors – 22% higher than target. Revenue from all sources in Jan was \$2.09m (32% above budget), with year-to-date revenue 11.3% above budget. Membership sales exceeded the monthly target by \$117k and renewals have increased by almost 50% since the introduction of the online membership portal. Giraffe Kiraka became a mum again with the arrival of her fifth calf. Female Sumatran tiger Zayana gave birth to two fit, healthy twin cubs and is proving to be an excellent mother. This is a very important birth not only for the Zoo, but for the ZAA programme as their bloodlines are entirely unrepresented in Australasia. Unfortunately, the male cub subsequently injured himself through misadventure and following assessment and a period of intensive care, failed to show signs of recovery and was sadly euthanised. The Zoo team received an outpouring of support and sympathy from the wider community at the loss of the cub and were again congratulated and thanked for the honesty and transparency of the communications about the incident. The Zoo secured funding for 1500 individuals to join its Wellbeing in Nature access scheme, which includes tickets to the Zoo. These tickets will be used to support equitable opportunities for diverse and often under-served communities based in focus areas of south Auckland. 	<ul style="list-style-type: none"> January saw a strong start to the 2024 event calendar, with 68 event days that drew 56,715 people. Juicy Fest, which was hosted at North Harbour Stadium on 6 Jan, was the first music event to be hosted in the main stadium since 2014. The nature of the event presented operational challenges, but it was well-received with a satisfaction rating of 80%. The event, which made minimal use of the main grandstand, worked well on the stadium precinct [REDACTED] The Foo Fighters concert at Go Media Stadium on 20 Jan saw a number of operational changes to the way in which the venue is presented to the public enabling greater 'free-flow' throughout the stadium. The concert was particularly well-received by the [REDACTED] attendees with a 94% satisfaction rating and many positive comments in relation to the venue, staff, and public transport. St Jerome's Laneway Festival, held at Western Springs on Waitangi Day, marked the return of event activity to the main stadium, albeit with significant reliance on temporary power. The event was extremely successful [REDACTED] Master planning of the Mt Smart Rarotonga Domain precinct is progressing with various discussions held with key stakeholders [REDACTED] to inform the high-performance training requirements. S7(2)(f)(i),(h),(i) LGOIMA 1987

Film Studios

Western Springs Precinct

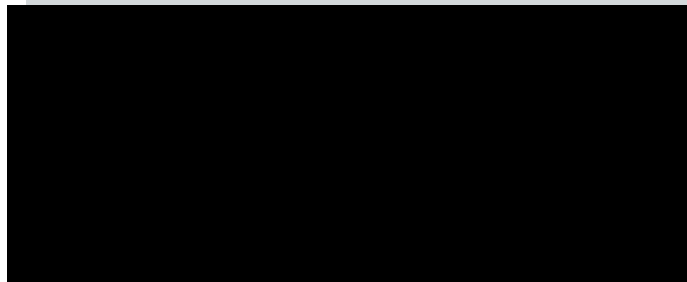


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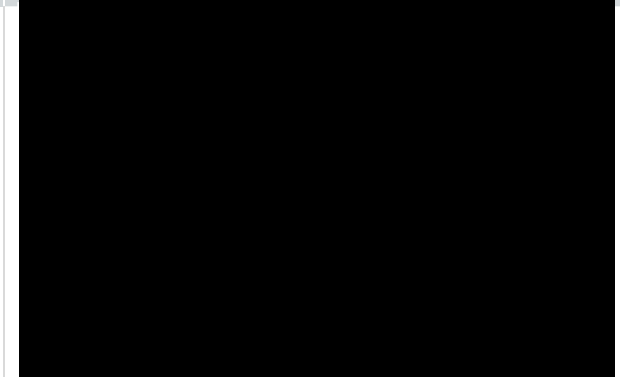
Aotea Arts Quarter

Integrating Auckland's cultural institutions

Single Operator Stadiums Auckland (SOSA)



- 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 (PWG)** led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM.
- The **next scheduled meeting** will be on 22 Feb and will include MOTAT, AWMM and Stardome; TAU CE and Board Chair have also been invited alongside Director NZMM and Partnerships.

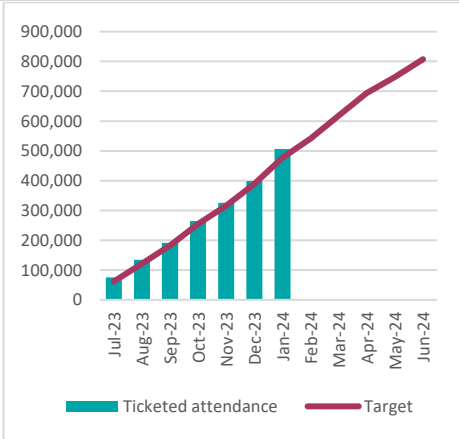


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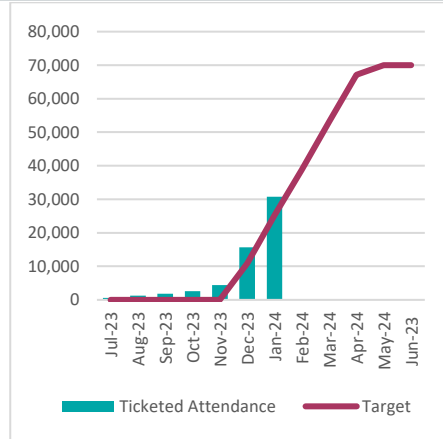
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative) 




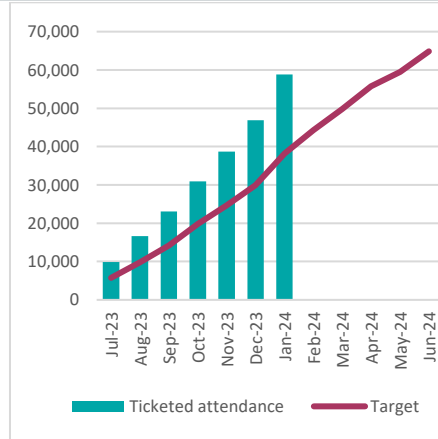
The Zoo's ticketed attendance is **on target** at 506.5k YTD

Auckland Art Gallery ticketed attendance (cumulative) 




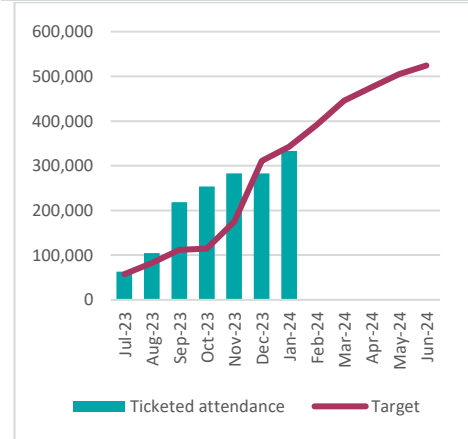
The Gallery's ticketed attendance was 30.8k at the end of January, which is **above target**

NZ Maritime Museum ticketed attendance (cumulative) 




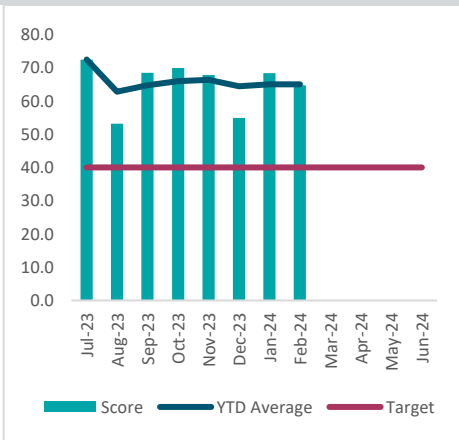
The Museum's ticketed attendance is **above target** at 58.1k YTD

Auckland Stadiums ticketed attendance (cumulative) 



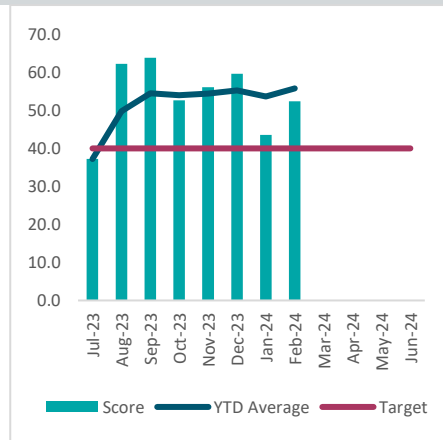
Auckland Stadiums' ticketed attendance is **below target** at 333.3k YTD

Auckland Zoo NPS 




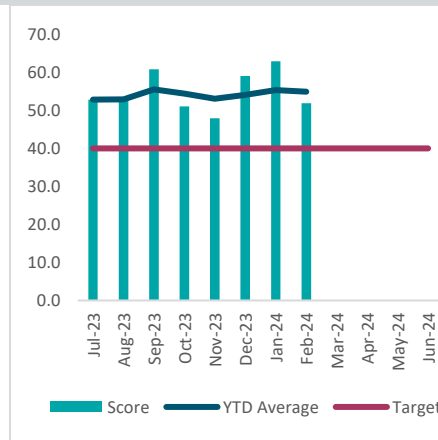
The Zoo's YTD NPS is tracking **ahead of target** at 64.9

Auckland Art Gallery NPS 




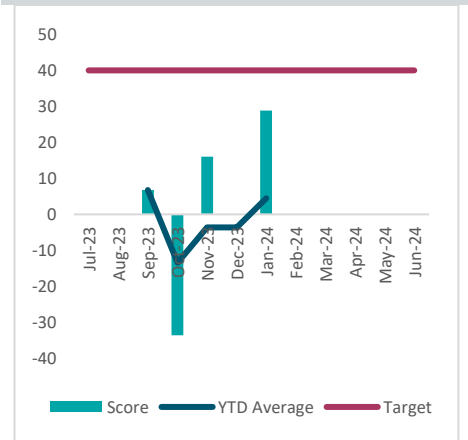
The Gallery's YTD NPS is tracking **above target** at 55.8

NZ Maritime Museum NPS 




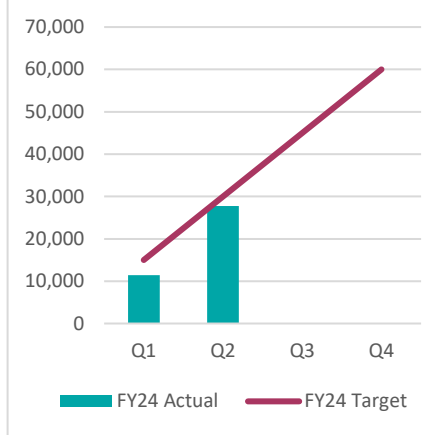
The Museum's YTD NPS is tracking **above target** at 54.9

Auckland Stadiums NPS 




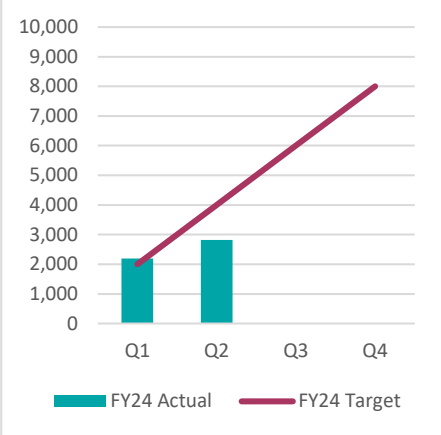
Auckland Stadiums' YTD NPS score is tracking **below target** 4.5. This is the highest monthly result so far in FY24

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




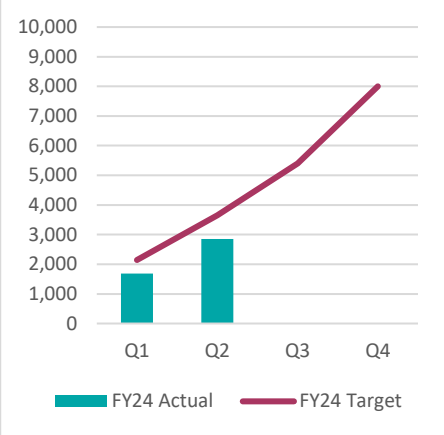
YTD Q2 results for the Zoo were **slightly below target**

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




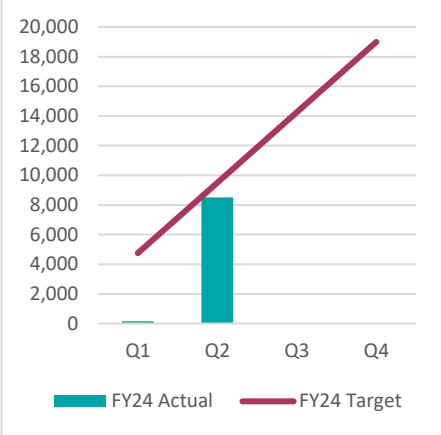
YTD Q2 results for the Gallery were **below target**

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



YTD Q2 results for the Museum were **below target**

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



YTD Q2 results for Auckland Stadiums were **below target**

Investment and Innovation

Visitor Economy

- The **Destination Auckland Partnership Programme (DPP)** has undertaken a full review and changes have been recommended to the DPP Advisory Group. These include a CPI increase across all categories and the introduction of new categories to maximise revenue.

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

- **Destination AKL 2035 – industry Survey summary.** The top three factors to ensure Auckland will be regarded as a global destination by 2035 were: improved presentation – infrastructure, amenities, cleanliness and safety (72%); improved desirability through a strong brand and reputation (53%); and improved local transport infrastructure (48%). The opportunities to pursue: promotion of cultural and natural assets, better funding, destination marketing to improve perceptions, collaboration and partnerships, sustainability and resilience.
- **Nighttime Economy** – Initial insights presented to key stakeholder group. Qualitative work underway and final report due in Apr.
- **Iconic Auckland Eats** – final 100 dishes were selected. Full list launched 21 Feb.

Economic Transformation activity

- **City Deal** – Hosted Industry leaders event with Mayor Wayne Brown on 16 Feb which brought 70 key business leaders together to discuss what Auckland needs from any potential city deal for Auckland.
- **City centre Action Plan** – Ongoing support for the City Centre Action Plan Programme including engagement with Cllr Lee on progress, update to the Waitemata Local Board, and progressing on TAU-led projects (Nighttime Economy and Investment Proposition). TAU also supported Eke Panuku in a hikoī with Ngāti Whatua Orakei on the Te Tōangarau plans that form part of the East City Precinct.
- **Economic Intelligence** – Ongoing support across the Economic Development rūpu and wider business including research relating to the Tech Story, Waiheke Destination Management plan, Pacific Work Programme and supporting with KPI tracking and measurement.

Screen & Creative

- **Unitary Plan Sites & Places of Significance to Mana Whenua, and filming:** Refer Māori Outcomes update.
- **Screen Auckland fee review** now moving into industry and public consultation.
- **International pipeline** is busy, with bookings for all major Auckland studios.
- **Domestic screen pipeline** contracting as NZFC announces funding reduction and New Zealand broadcasters delay airing local content, juggle financial pressures.
- **Screen taskforce** agreed next steps for film friendliness goal (refreshed Auckland Film Protocol next FY) and propose an LA delegation for Auckland post-production, VFX businesses in Aug.
- **New Screen Auckland website** launched.
- **Te Puna Creative Quarter, Henderson:** [REDACTED] LTP Māori Outcomes bid progressing to business case. Business case in train for pilot of TAU activation of a kick-starter space in Henderson. First Establishment Group sprint focused on infrastructure and facilities requirements, held at Corban Church.
- Supported **SyncPosium 2024 music for screen** event (23-25 Feb) to upskill and grow screen music production pipeline, hosted international speakers.

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

Tech & Innovation

- **NZ Cleantech trade mission to US** (22-26 Jan) with Auckland cleantech firms – Hydroxsys, Neocrete, Nilo, Vortex Power Systems, Outset Ventures, Quidnet Ventures, Pacific Channel. Delivered by TAU, NZTE, Callaghan Innovation, Uni of Auckland. Included Cleantech Forum in San Diego, visit to Silicon Valley, and 2x investment pitch breakfasts to present the businesses to US investors. Excellent follow up potential and interest in Auckland companies.
- Hosted 2x **international delegations at GridAKL** – 1) Bridget Vallence MP – the Victorian Govt Shadow Minister for Innovation & Skills and 2) Takayuki Watanabe, Managing Director of Japan External Trade Organisation (JETRO).
- **Startup Aotearoa programme launched** on 1 Feb by Callaghan Innovation. **GridAKL is contracted to provide startup advisory services** to tech founders located in the Auckland region. The programme will run for an initial pilot period ending 30 Jun 2025.

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

Investment and International

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

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

- Participated in **Tokyo Metropolitan Government's Global Network for Sustainability (G-NETS)** Senior Officials Meeting in Tokyo. 50 cities attended in person and discussed issues under three themes – *inclusive and just, safe and secure and environment*. Auckland's presentation focussed on Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and CCA. The meeting included a session with Governor Koike. G-NETS will host city leaders in Tokyo in May.

Action E2: Climate Connect Aotearoa (CCA)

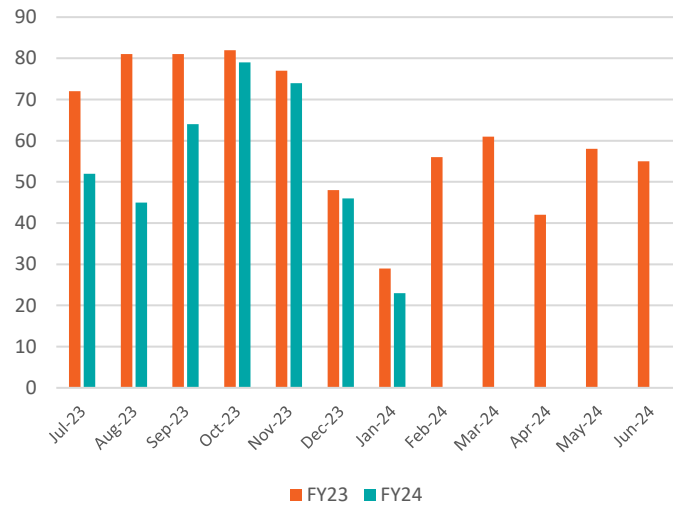
- Two new roles appointed** and onboarded: Climate Innovation Advisor – Māori, and a Climate Innovation Project Lead – Energy.
- Project planning underway for **energy sharing challenge** in Pukekohe – stakeholder engagement also underway along with project team development.
- SME adaptation platform** now has a preferred supplier identified with a kick off meeting end of February.
- Additional video interviews developed and published on **He Kete Mātauranga** and planning underway for an innovation hui in May/June.
- Investigating the potential of **NZ Food Waste Champions** 12.3 for a secondary market project to act as pre-requisite work to support the ecosystem in the food waste/upcycled food areas.
- Working with GridAKL on a potential '**Climate Hack**' to focus on Wynyard Quarter with the aim to develop solutions and new business ideas.
- Preparations continue for the **SME event on decarbonising process heat**.

Actions E1 & E4: Sector vulnerability and just transition

- The green jobs pilot is progressing, with ongoing engagement to gauge interest and a closed Request for Tender out to the market for a delivery partner.

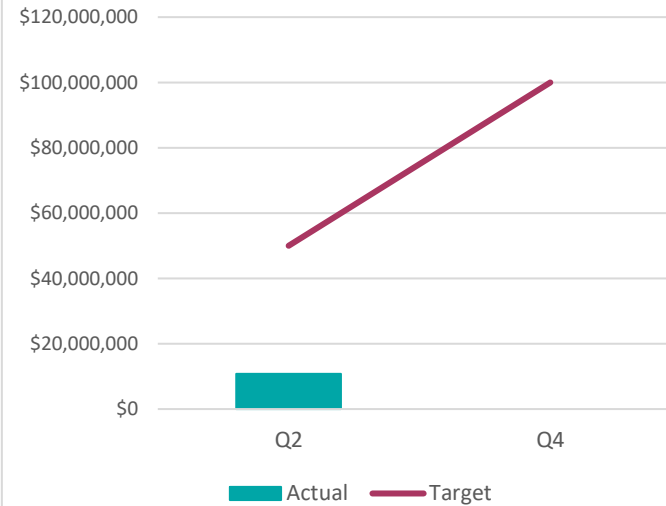
KPI RESULTS

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 returned to similar monthly levels, year on year

Attributable value of private sector investment secured during the year



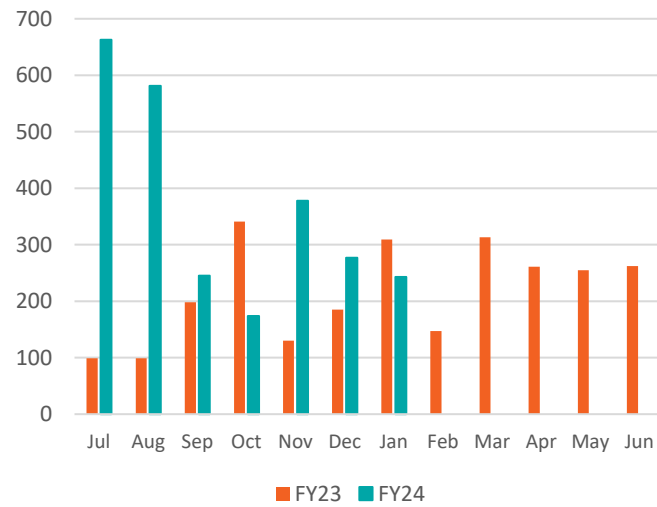
The KPI is **on track** – there's an excess of \$100m of screen deals in the pipeline that we are expecting will be confirmed before year-end.

Brand and Reputation

Visitor	Events	Cultural Organisations
<p>Media famils</p> <ul style="list-style-type: none"> Organised reporter from <i>Australian Financial Review</i> to come to Auckland to cover AAG Robertson Gift in early Feb and a second story on Māori and other Auckland art offerings. <p>Visitor economy</p> <ul style="list-style-type: none"> Planning for tourism marketing in Australia and New Zealand over Mar–Jun progressed including a Qantas Travel Insider competition (AU) and Air NZ advertising programme (NZ). Post-campaign analysis of the Discover Auckland Phase 2 domestic campaign showed lifts in message take out, website visits, and likelihood to use aucklandnz.com vs. Phase 1. Phase 2 of the Iconic Eats 2024 campaign will launch 20 Feb through social media, digital display and activity with <i>Denizen</i> magazine. <p>Auckland Conventions</p> <ul style="list-style-type: none"> Successful integration with Momentus (Ungerboeck) and ACVE website for updating venue capacities. 	<p>Major events</p> <ul style="list-style-type: none"> The Moana Auckland custom magazine and edition of <i>Woman</i> were dispatched for print, along with all creative assets for the Moana Auckland Hub. Paid social activity ramped up and True Bliss were announced as the Festival Hub’s opening act. 2nd media release to be issued 14 Feb. <p>BNZ Auckland Lantern Festival</p> <ul style="list-style-type: none"> Media release 22 Jan announcing the return of the festival earned EAV of \$113,935. A second media reminder issued 14 Feb. <p>Business events / ACB</p> <ul style="list-style-type: none"> An incentives guide, bespoke offers and itinerary were developed for the Auckland Airport/China Southern partnership and sales trip to China. Marketing support for MEETINGS 2024 was delivered with the prospectus presented and ‘Embracing the Future, Stronger Together’ campaign briefed. 	<p>Auckland Art Gallery</p> <ul style="list-style-type: none"> The Guo Pei marketing campaign continued in market with work building towards its third phase for the Mar school and Easter holidays. Media release issued 18 Jan for <i>The Robertson Gift: Path throughs Modernity</i> exhibition. High pick up with 20 broadcast and print features and more to come. Initial estimates of EAV for next month are more than \$350k. <p>Auckland Zoo</p> <ul style="list-style-type: none"> Strong media coverage in Jan gaining 151 Zoo-related stories/mentions, a cumulative EAV of \$1,216,704. Stories focused on Sumatran tiger cub births (and subsequent euthanasia of the male); birth of giraffe calf and subsequent naming competition. The Zoo Lates marketing campaign was underway with strong visitation (3376 visitors) in the first two nights. <p>Auckland Stadiums</p> <ul style="list-style-type: none"> Managed reactive media about fake parking charges incident following Foo Fighters concert; positive TAU attribution resulting in reach of 650K & \$80k EAV.
Auckland brand and reputation	Economic development	Discover Auckland platform
<p>Internal agency highlights: Auckland Stadium venue content capture, NZMM <i>Always Song in the Water</i>, Moana Auckland campaign deliverables, launch filming and video, Matakana Coast map, Summer Festivals collateral, Lantern sponsorship template, Place Brand materials update.</p> <p>General: Launched refreshed TAU style guide and cheat sheets to all staff.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>S7(2)(f)(i),(h) LGOIMA 1987</p>	<p>Screen Auckland</p> <ul style="list-style-type: none"> The new Screen Auckland website has soft launched; the full promotional launch and brand awareness campaign will commence 26 Feb. <p>Climate Connect Aotearoa</p> <ul style="list-style-type: none"> Shared and promoted video and article featuring Dan Te Whenua Walker, TAU Board Member, Senior at Microsoft. Topic: AI and Tech to assist in resource and whenua management, Ensuring Tech is accessible to Māori rangatahi. <p>Economic Development</p> <ul style="list-style-type: none"> Communications support for mayor’s Industry Leaders Forum breakfast event. <p>Tech & Innovation</p> <ul style="list-style-type: none"> Auckland Business Chamber tech report – developed media statement and Q&A which was used in NBR story. This showcased TAU’s Tech Tāmaki Makaurau strategy and achievements, including quotes from Pam Ford (EAV of \$3,248). 	<ul style="list-style-type: none"> Implemented updates to collections enabling content editors to create itinerary and grouped collections. Implemented new listing curation widget for creation of themed pages and curated content for campaigns. Launched new tool redirecting Australian visitors to specific campaign landing pages. Signed a statement of work with AQKA for articles feature to enhance the customer journey’s dream stage and improve organic search engine optimisation. Briefed agencies for proof of concept and UX design for the next stage of development for Discover Auckland, including commercialisation features. Revised search engine marketing campaign with MBM to improve performance. Launched revised always on paid social media activity. Finalised Discover Auckland Brand Guidelines.

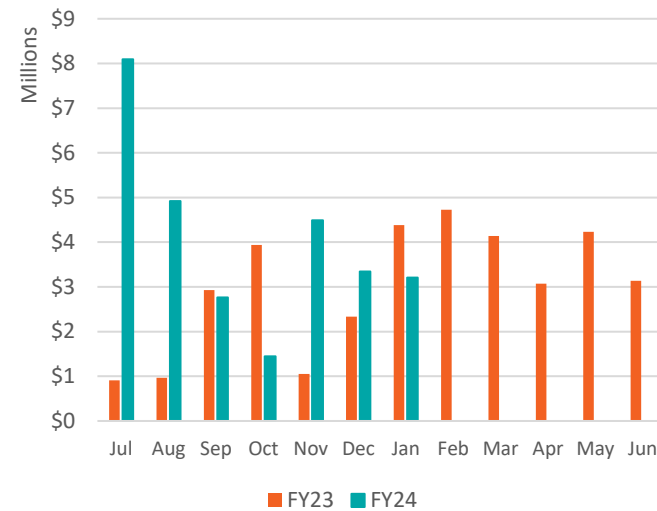
KPI RESULTS

Media coverage mentioning TAU



A shorter working month has contributed to a **12% decrease** in coverage with many media outlets (i.e. television breakfast and current affairs shows) not returning to production until late January

Equivalent Advertising Value (EAV) of TAU media coverage



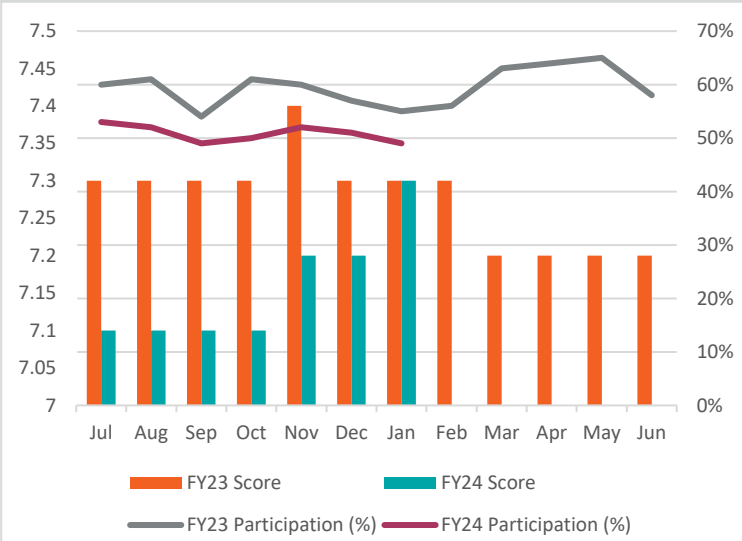
A negligible **4% decrease** MoM in the corresponding EAV is due to high value overseas coverage, particularly of the ASB Classic tennis tournament. Other drivers of coverage during this period included the births (and death) of tiger cubs and a giraffe at Auckland Zoo, continued discussion of FIFA WWC 2023 economic impact and the Guo Pei exhibition at the Gallery.

Organisation and Social Enterprise

Long Term Plan	Group Shared Services Implementation
<ul style="list-style-type: none"> The Long-Term Plan consultation process will launch on 28 Feb. Following review by the Governing Body, it has been decided that the consultation document will include three options for the future development of North Harbour Stadium as follows: <ol style="list-style-type: none"> Maintain the status quo and invest in essential renewals of \$33 million over 10 years; or Redevelop (which could include deconstruction of the existing stadium) the precinct to better deliver for the needs of the North Shore community and the greater Auckland region, funded through the reallocation of the \$33 million renewal funding for the precinct, the sale of some precinct land while retaining the existing community playing fields, and any other external funding available. Changing the operational management of North Harbour Stadium to ensure greater use by the community 	<ul style="list-style-type: none"> The CE Deep Dive is schedule for February, and a review of the planned programme will take place at this time, including the inclusion and timing of various service lines and the possible addition of Watercare and AT into the programme. HR Workstream has had work slow-down while the CE complete their deep dive. Current work is focussing on system requirements as there is now additional work being completed as part of the council group to review payroll process and systems and HRIS systems to support the GSS work. The current payroll and HRIS systems expire end of 2025. <div style="background-color: black; height: 150px; width: 100%;"></div> <p style="text-align: right;">S7(2)(f)(i),(h) LGOIMA 1987</p>
Commercial Revenue & Partnership Strategy	ICT Enhancement
<div style="background-color: black; height: 40px; width: 100%;"></div> <ul style="list-style-type: none"> Sponsorship: Sunscreen partnership for Moana Auckland in contracting phase. [REDACTED] Grant funding: GEMS grant portal review of 550 new grant opportunities, complete. 13x Grants submitted. 7 successful to date, \$154k. 5x results tbc (Pasifika). Ticketing RFP: [REDACTED] <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<div style="background-color: black; height: 100px; width: 100%;"></div> <ul style="list-style-type: none"> The Finance Programme is focussing on automating the ingestion of data required from UB and bringing it together with SAP data to provide full reporting. Alongside this is development of a roadmap for future system enhancements in advance of migration to a single GL system. The CRM project is now in the delivery phase for ACB, Visitor and EDM journeys for the Zoo, whilst in discovery for Sponsorship teams. The work continues to use a hybrid Merkle and in house team and leverages off the foundational builds. Refer to the CE sub-reports in Resource Centre for the Customer Strategy / CRM / eDM benefits dashboard. <p>S6(c), S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

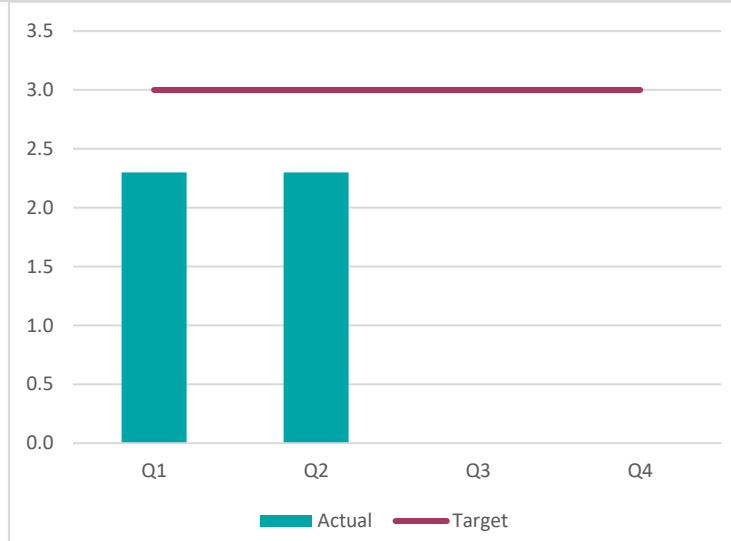
KPI RESULTS

OfficeVibe engagement score and participation



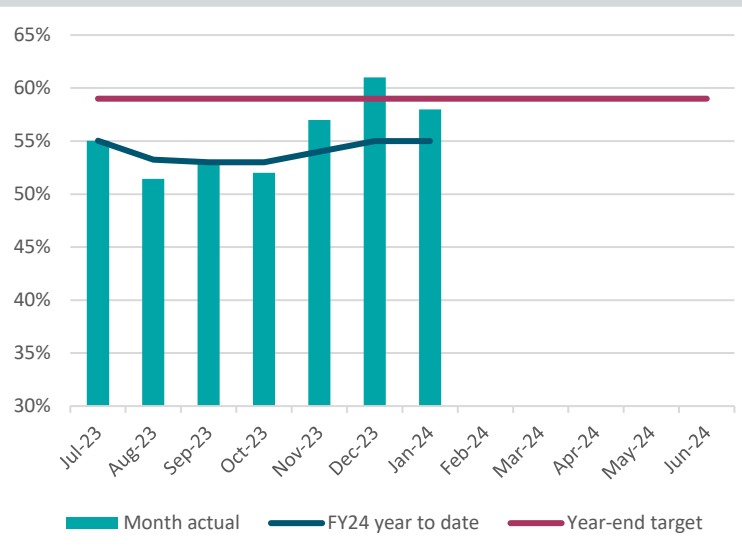
Participation **decreased slightly** in January to 49%, the score increased to 7.3, which is the best score since the beginning of the FY

Cybersecurity posture



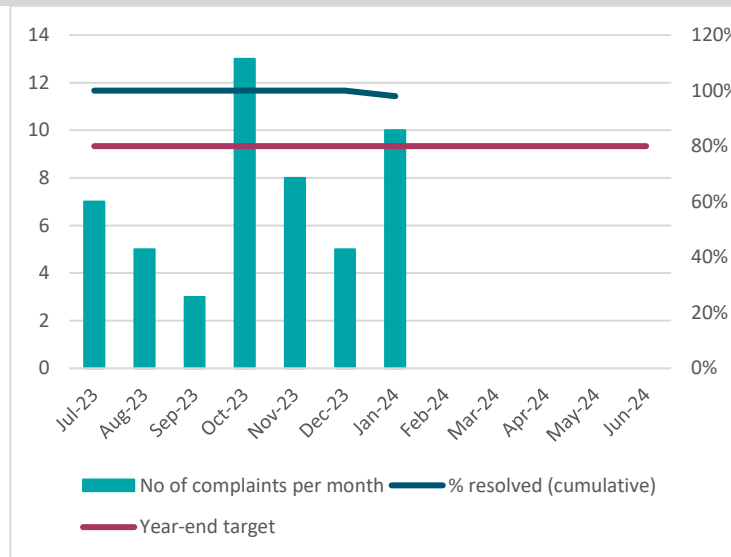
No cyber security breaches

% expenses through non-rates revenue



Year to date percentage of expenses funded through non-rates revenue was **below target** at the end of January

% of customer complaints resolved within 10 working days



% of complaints resolved within 10 working days is **on target** (98% complaints resolved)

Māori Outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

- TAU Māori Engagement Framework:** A new project has started to develop an engagement framework and resources for building quality relationships and to meet TAU's statutory obligations and commitments with Mana Whenua and Mataawaka. The project is led by the Māori Outcomes rōpū, with work underway to fully scope the project including the timeline. The project will outline why iwi Māori engagement is important, the benefits that arise from quality engagement, a spectrum of engagement tools and the values, practises and unique considerations to take into account when TAU staff, partners and vendors undertake an engagement process with Te Ao Māori. This project will link into the fledgling organisational development programme for Māori Outcomes and the TAU CRM system.
- Sites and Places of Significance to Mana Whenua:** Work continues with representatives from iwi and hapū, and the screen industry on a proposed Unitary Plan change and on a filming protocol to improve and refine how the industry and Māori work together for filming on Sites and Places of Significance to Mana Whenua. The next wānanga will be held online on 22 Feb. Draft documents shared in advance of this hui include:

 - The proposed plan change identifying the standards that filming activities must comply with as a permitted activity
 - A Film Facilitator Assessment Matrix identifying criteria to determine when filming activities are low impact and therefore require iwi and hapū to be informed; as opposed to engaged (to reduce the volume of emails that iwi and hapū need to respond to)
 - A Proposed Film Permit process that requires the film industry to engage directly with iwi and hapū and provides for special conditions to be imposed on the film permit to address values for Sites and Places of Significance to Mana Whenua.

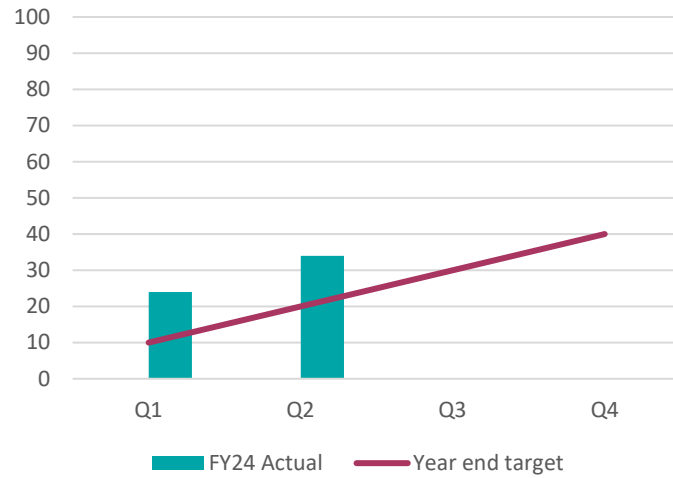
TAU anticipates this hui will result in further feedback on the documentation and process and an agreement in principle to proceed with the plan change. After the wānanga, elected members and other TAU and council interested parties will be updated on progress with a memo from the lead team.
- Te Mahere Aronga | Māori Outcomes Plan (TMA):** TMA is being refreshed for 2024-2026 to align with TAU's updated SOI strategy focus areas and continue its sustained commitment to advancing cultural and economic well-being for Māori enterprise, creatives and whānau of Tāmaki Makaurau. A new process was established at the end of 2023 with the executive team nominating rōpū connectors to identify organisation-wide Māori Outcomes goals, actions and measures. During November, the Māori Outcomes team held two hui with these connectors, capturing rōpū commitments for the consolidated TMA. By the end of January 2024, the draft TMA was complete and undergoing final reviews by the Māori Outcomes rōpū and design and translation of key elements was underway. The document will be reviewed by the connectors, executives and Māori Engagement Committee of the Board during February and will be finalised and published on our website by the end of March. This will be accompanied by a communications and engagement rollout for kaimahi, and relevant external individuals and groups.

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- Viaduct Events Centre Bilingual Signage:** The bilingual signage project continues at the Viaduct Events Centre, with internal signage due to be completed by 9 March and exterior signage by mid-April.
- Work has progressed with the design agency Haumi for their facilitation of the Te Ao Māori led **Auckland Zoo Masterplan Stage 3 project narrative**; a strategic workshop is planned for mid-February.

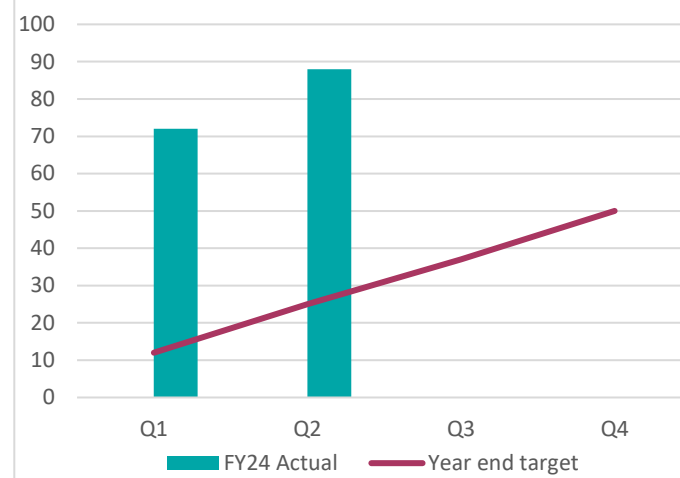
KPI RESULTS

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



On track to meet the year-end SOI target of 50

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



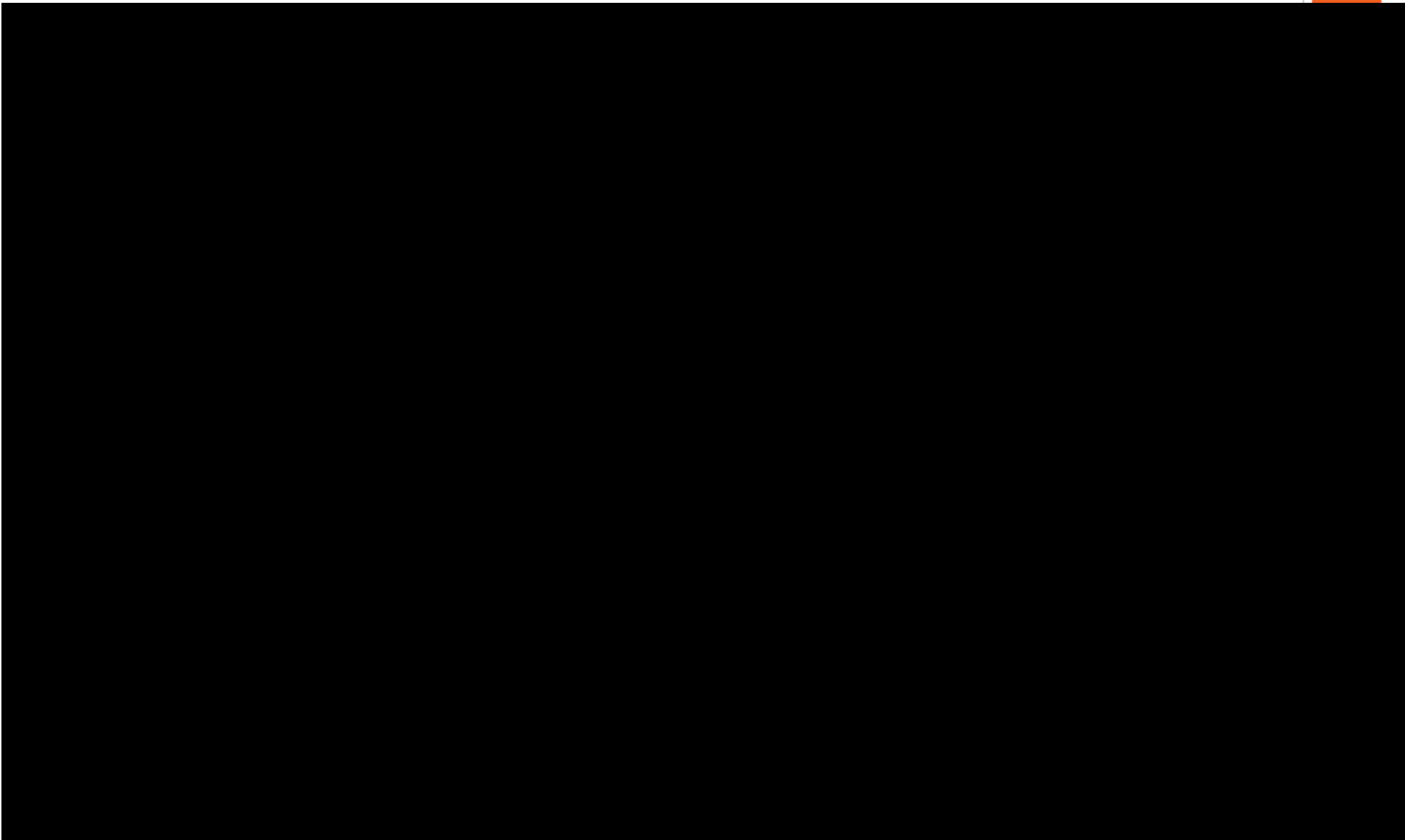
The year-end KPI target has been achieved

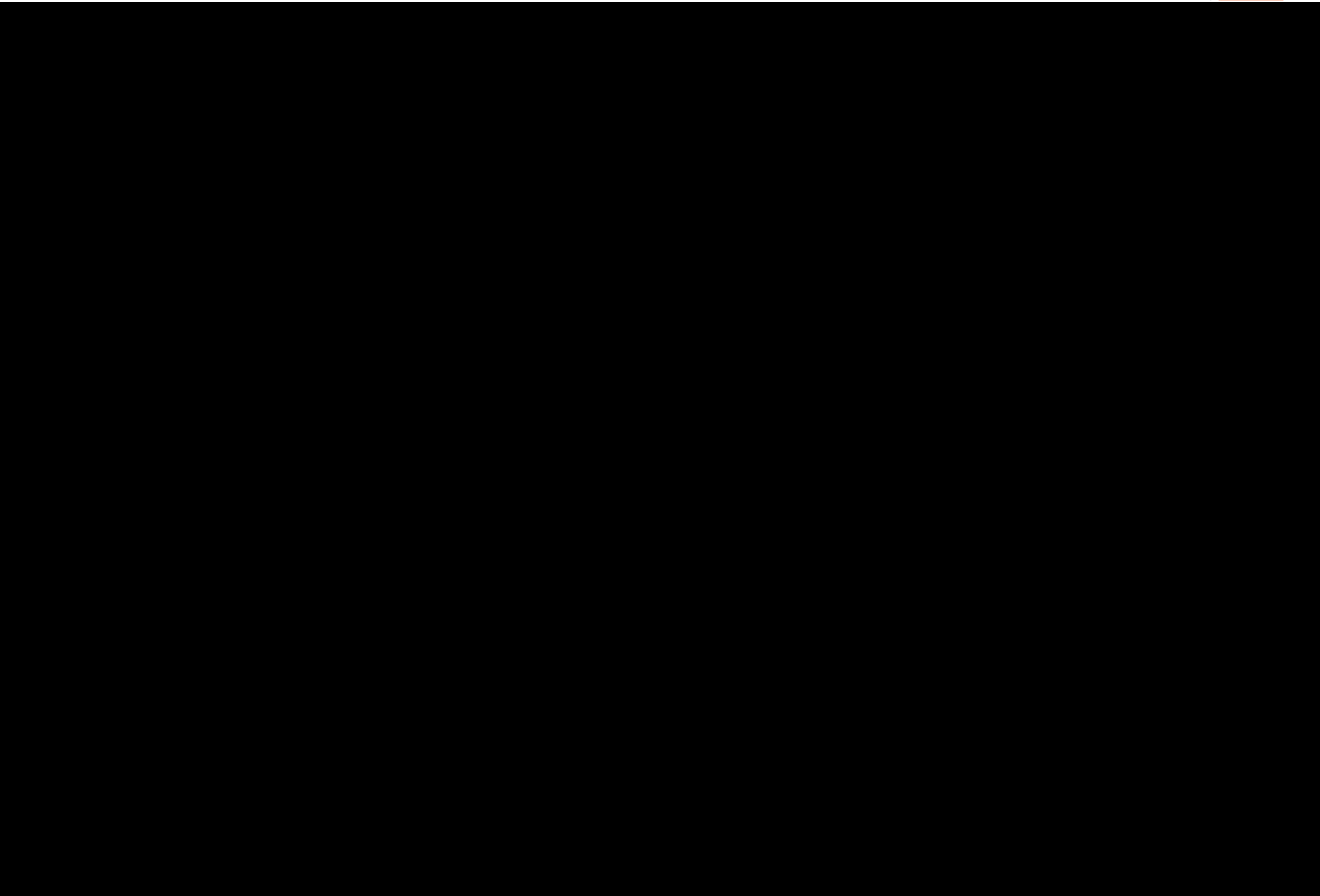
Schedule of Appendices

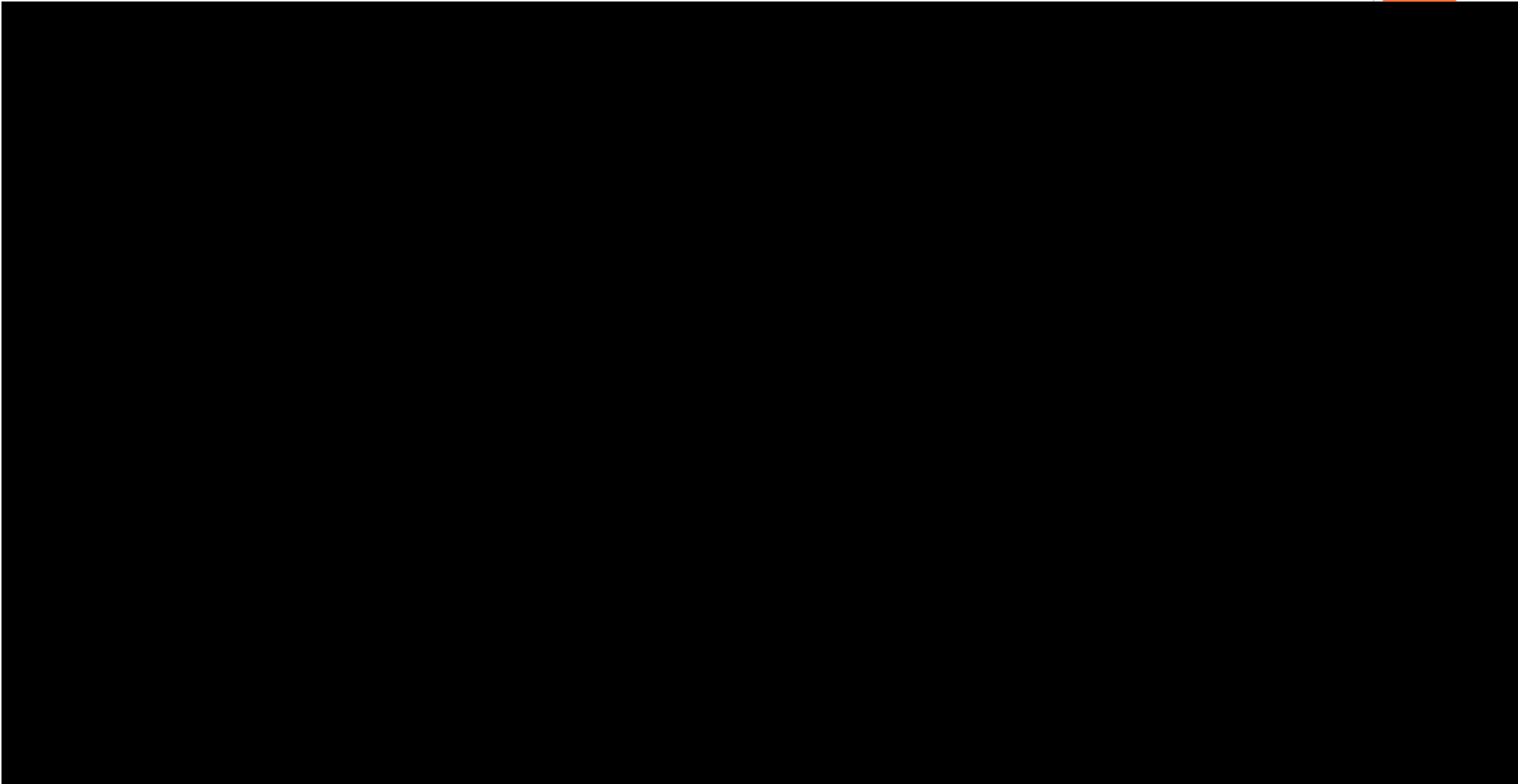
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)
- Climate Change & Sustainability Dashboard (Bi-Monthly)

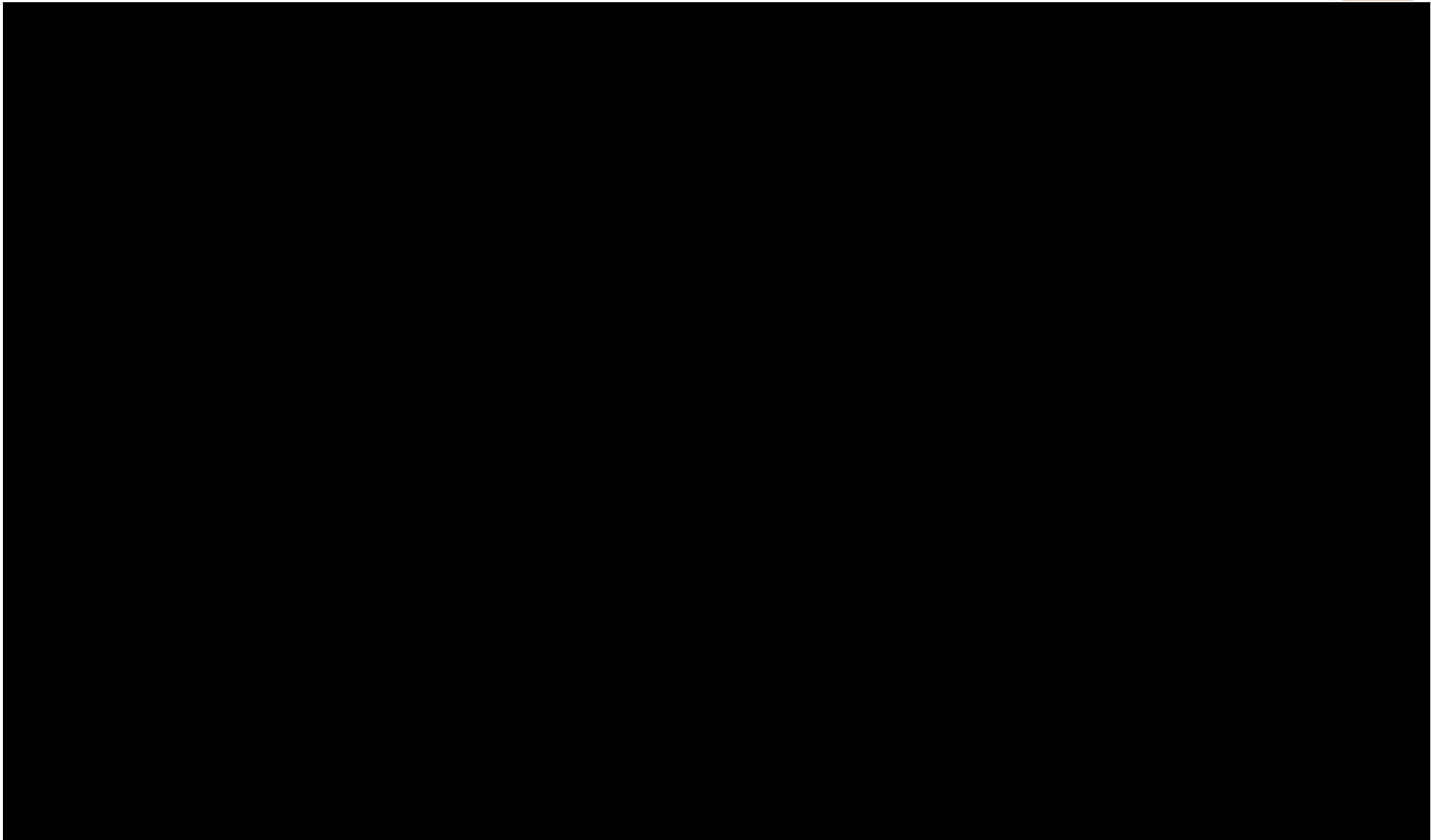
4. CE sub-reports in Resource Centre

- Finance Report (Monthly)
- Risk Report (Monthly)
- Customer Strategy / CRM / eDM benefits dashboard (Monthly)











Monthly Operating Performance

 Operating performance trend					
\$ million	Notes	FY 24 YTD			FY24
		Actual	Annual plan	Variance	Annual plan
Net direct expenditure	A	56.8	61.4	4.6	(93.0)
Direct revenue	B	59.2	53.9	5.3	95.3
Fees and user charges		32.5	33.1	(0.6)	56.9
Operating grants and subsidies		9.3	5.8	3.5	25.6
Other direct revenue		17.4	15.0	2.4	12.8
Direct expenditure	C	116.0	115.3	(0.7)	188.3
Employee benefits		50.7	49.6	(1.1)	80.5
Grants, contributions and sponsorship		5.1	3.8	(1.3)	7.8
Other direct expenditure	D	60.2	61.9	1.7	100.0
Other key operating lines					
Vested assets		1.2		1.2	
Depreciation and amortisation		33.6	32.5	(1.1)	55.7
Finance & Interest		(0.7)		0.7	
Capital Grants to TAU+ Partners		1.4		(1.4)	
					-
 Capital investment trend					
Capital expenditure	D	27	32	6	67



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 at the Zoo and Maritime Museum and better than expected event revenues, offset by additional costs from the timing of the implementation of staff changes and additional staff to support increased event activity.

B. Revenue is favourable to budget due to continued strong visitation at the Zoo and Maritime Museum and better than expected event revenues including performing arts, conventions and additional unbudgeted Stadiums revenue. Operating Grants and subsidies is favourable due to Major Events, and Regional Events Fund funded activities taking place earlier than planned.

C. Costs are slightly adverse due to the timing of staff change implementation costs, and 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 expected to be rectified in the coming months.