

Board Meeting Agenda (open)



8.00 a.m. Wednesday 29 November 2023

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

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	45 mins
2	Confidential Minutes 25 October 2023, and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion and Committee Verbal Updates, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ¹ , Nick Hill 1 ICT Project update 2 Screen sector and studios 3 Project Whanake 4 North Harbour Stadium	To Discuss	T & C	8.45 a.m.	1 hour 45 mins
BREAK				10.30 a.m.	30 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
5	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C	11.00 a.m.	5 mins
6	Public Minutes 25 October 2023, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
7	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC)	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					
8	Aotea Centre Combined Artist Room Refresh ² , Justine White and Paul Tyler	To Approve	T & C	12.30 p.m.	1 hour
9	Major Events Restricted Reserve Policy ² , Justine White	To Approve	C		
10	Risk and Finance Committee Charter ² , Justine White	To Approve	T & C		

¹ S7(2)(a),(b)(ii),(f)(i),(g),(h),(i),(j) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda (open)



Item	Subject	Action	Trust/Co.	Start Time	Duration
NOTING PAPERS					
11	Stadium Licences ³ , James Parkinson	To Note	T	1.30 p.m.	40 mins
12	Health and Safety Report ⁴ , Lynn Johnson	To Note	T & C		
13	Capital Programme Statement of Intent Key Performance Indicators ⁵ , Justine White	To Note	T & C		
BOARD ONLY TIME					
14	Board Only Time, Vicki Salmon			2.10 p.m.	5 mins
	Close of Meeting			2.15 p.m.	

³ S7(2)(f)(i),(g),(h) LGOIMA 1987

⁴ S7(2)(a),(d),(f)(i) LGOIMA 1987

⁵ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda (open)



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) 		<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.
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Active – 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

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
Jul-23	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Draft 2023 -2026 SOI Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Major Events Strategy 	<ul style="list-style-type: none"> Capital Projects Committee – 17 July Destination Committee – 20 July Board Meeting – 26 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 2023 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report AAG Heritage Project Update 	<ul style="list-style-type: none"> NZMM Update 	<ul style="list-style-type: none"> Risk Committee – 3 August (FY23 Statements) Risk Committee – 23 August Board Meeting – 30 August
Sep-23	<ul style="list-style-type: none"> Long Term Plan 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Tech Tāmaki Makaurau Year 1 Review Capital Projects Approvals Meeting with Auckland Council Arts, Social and Community Institutions Working Group 	<ul style="list-style-type: none"> Remuneration Committee – 6 Sep Risk Committee – 8 Sep (TAUL Annual Report) Capital Projects Committee – 27 Sep
Oct-23	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2023 Q1 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Climate Response Strategic Plan 	<ul style="list-style-type: none"> Board Meeting – 10 Oct (formerly 27 Sep) Board Meeting – 25 Oct
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 Committee – 10 Nov Capital Projects Committee – 20 November Board Meeting – 29 Nov
Dec-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Māori Engagement Committee – 1 Dec No Board Meeting

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 Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk Committee – 23 Jan (½Y Acts) 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"> Capital Projects Committee – 14 Feb Board Meeting – 1 March
Mar-24	<ul style="list-style-type: none"> Annual Plan FY25/26 Draft 2025 -2028 Statement of Intent Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2024) 		<ul style="list-style-type: none"> Risk Committee – 13 March Board Meeting – 27 March
Apr-24	<ul style="list-style-type: none"> Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 3 April Capital Projects Committee – 14 April Board Meeting – 24 April
May-24	<ul style="list-style-type: none"> Q3 Risk Report to Council 	<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 Committee – 15 May Māori Engagement Committee – 16 May Board Meeting – TBC
Jun-24		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 11 June Board Meeting – 26 June

BOARD MEETING (open)

HELD ON: Wednesday 25 October 2023 at 8.00 a.m.

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

PRESENT:

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Carol Cheng (Teams)	
Jen Rolfe	
Dan Walker	
Graeme Stephens	
Alastair Carruthers	
Hinu Te Hau (Teams)	
Desley Simpson	Deputy Mayor and Lead Councillor
Jenny Solomon	Board Intern

APOLOGIES: None

ATTENDED:

Sarah Johnson-Smith	CCO Governance, Auckland Council
Executive Team	Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira Director Māori Outcomes, 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
Malcolm Lawry	GM Commercial and Business Development
Parin Rafiei-Thompson	Head of Climate Innovation and Sustainability
Alex Norman	Climate Change and Sustainability Advisor
James Robinson	Head of Strategy and Planning
Priyanka Victor	Health and Safety Business Partner
Richard Jarrett	Director Group Services, Auckland Council
Neil McGowan	General Manager ICT, Auckland Council
Tim Kingsley-Smith	Company Secretary & Legal Counsel

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

1. AGENDA AND APOLOGIES

The Chair opened the meeting and a karakia was recited. The Chair noted that Hinu Te Hau and Jenny Solomon will be joining the meeting shortly. There were no apologies.

2. CONFIDENTIAL MINUTES 10 OCTOBER MINUTES AND ACTION TRACKER

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

Subject to two amendments [REDACTED] and p.10 Item 14 4th bullet point broadening reference to health and safety leadership awards to general leadership awards) the Board **approved** the 10 October 2023 confidential minutes as an accurate record of the meeting and **noted** the Action Tracker.

3. CE CONFIDENTIAL UPDATE

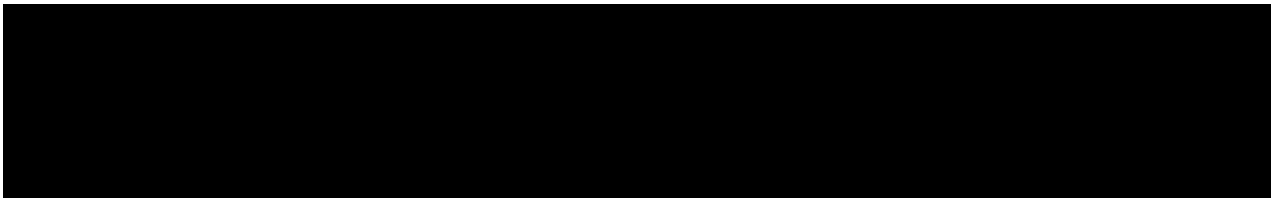
The Chief Executive provided a confidential update.

- Management noted that the Mayor has prepared a manifesto and sent it to the major national political parties ahead of the upcoming election. The manifesto sets out key opportunities for the next government and Auckland Council to work together across a broad range of issues. While much of the manifesto understandably focusses on housing and infrastructure, from TAU's perspective there are five areas of focus that TAU can provide support on:
 - A national visitor levy to fund tourism attraction activities
 - Promoting the Auckland city centre as part of an Auckland Deal
 - Trade investment and tourism
 - Cultivating innovation talent and promoting investment
 - Attracting skilled immigrants
- The Board noted that, as demonstrated by the Mayor's manifesto, there is an opportunity for Auckland Council and CCOs to work with the incoming government on strategic matters.

Jenny Soloman and Malcolm Lawry joined the meeting.

Kumeu Film Studios Licence

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



- Management noted that TAU stands to achieve a good return from the prospective licence and TAU will also be licensing out equipment purchased from a previous production to make additional returns. There are several interested productions sitting behind the current preferred production that could licence KFS if the preferred licence is terminated before becoming unconditional. The term of the licence and the production licensing all of the elements of the site make it an attractive deal.
- The Board noted that it is likely an appropriate time to have a broader discussion on TAU's studio strategy and requested that Management prepare a paper for the November Board meeting. (**ACTION POINT**)

The Board:

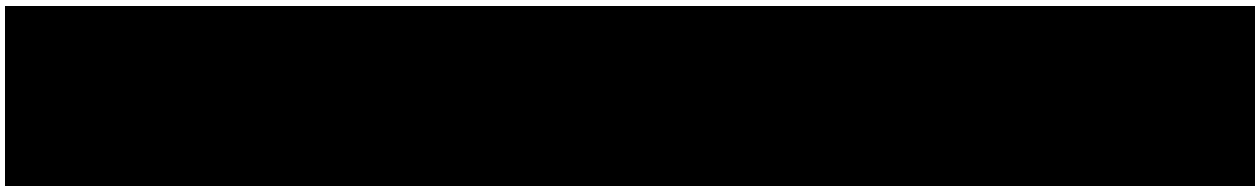
S7(2)(f)(i),(g),(h),(i) LGOIMA 1987

1. **Approved** Tātaki Auckland Unlimited entering into a [REDACTED] licence with [REDACTED]
[REDACTED]
[REDACTED] at Kumeu Film Studios; and
2. **Delegated** authority to execute all necessary licence agreements to the TAU Chief Executive.

Deputy Mayor Desley Simpson and Sarah Johnson-Smith joined the meeting at 9.15 a.m.

Aotea Square Precinct

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



Hinu Te Hau joined the meeting on Teams at 9.28 a.m.

4. NORTH HARBOUR STADIUM UTILISATION ANALYSIS

Malcolm Lawry presented to the Board.

- The Board and Management discussed the utilisation of North Harbour Stadium compared to other Auckland stadiums including attendance at the main stadium, professional sport attendance and entertainment event attendance. North Harbour Rugby is the only current long-term tenant with a regular booking at North Harbour Stadium.
- Management summarised the financial performance of North Harbour Stadium. Over the last financial year the average cost per attendee is [REDACTED] of which [REDACTED] is subsidised by TAU. North Harbour Stadium had a net operating loss of [REDACTED] over FY2023.
- The Board noted that, consistent with regional and national trends and excluding the COVID-19 impacted years, community team sport attendance at North Harbour Stadium has been declining over the last five years.

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

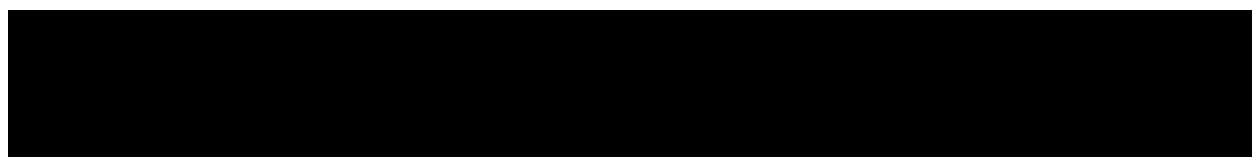
The Board **noted** the update.

Malcolm Lawry left the meeting. Lynn Johnson and Priyanka Victor joined the meeting.

5. HEALTH AND SAFETY REPORT AND INCIDENT REVIEWS

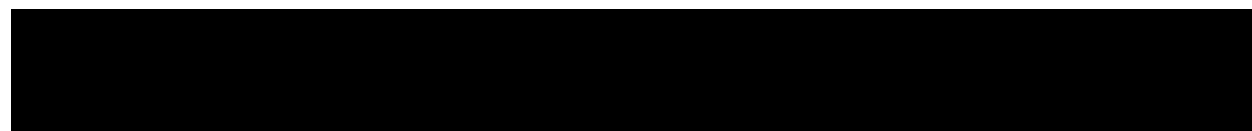
Lynn Johnson and Priyanka Victor spoke to the paper:

- Management noted that all incidents at TAU's events, including stadium events, are reported, and handled at event level. However, while all serious incidents are fully reported in TAU's central health and safety reporting system Risk Manager, not every incident is recorded.
- The Board commended the review of TAU event-related incident management (Appendix 4) and endorsed the recommendations of the review – but noted that further understanding the details of all health and safety incidents across the organisation will help to identify trends and potential issues.
- The Board and Management agreed to review the event health and safety reporting once the recommendations within the review have been implemented. (**ACTION POINT**)



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

- The Board and Management discussed the framework for health and safety management at the upcoming Auckland Diwali Festival and Auckland Lantern Festival. Management noted that experienced event managers run the health and safety regime during events. The event managers work with the central TAU health and safety team during preparation for the event and post-event analysis. The TAU central health and safety team is also there to back-up event managers if a serious health and safety incident occurs during an event.
- Management summarised the oversight and coordination role of the central TAU health and safety team and outlined the function's structure. The team has six health and safety partners across the organisation and there are regular health and safety meetings at the business level and at the organisation-wide partner level.



The Board **noted** the update.

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

Lynn Johnson and Priyanka Victor left the meeting.

6. Q1 PERFORMANCE REPORT TO AUCKLAND COUNCIL

Nick Hill and Justine White spoke to the paper:

- Management noted that TAU achieved strong revenue and visitation during the first quarter of the financial year. The Board noted that there are some great highlights within the report.
- The Board and Management discussed minor changes to the report to provide more depth and background to the reader. Management agreed to amend the report as discussed and to provide the amended report to the Chair and Deputy Chair for a final review before it is sent to Council. **(ACTION POINT)**

Subject to the amendments discussed and agreed being made to the report, the Board:

1. **Approved** the Quarter 1 Performance Report for the period ending 30 September 2023 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive to make minor changes prior to submission as required.

The Chair opened the public meeting. The ELT and James Robinson 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 10 OCTOBER 2023 AND ACTION TRACKER

Subject to one amendment (p.10 Item 14 4th bullet point broadening reference to health and safety leadership awards to general leadership awards), the Board **approved** the 10 October 2023 public minutes as an accurate record of the meeting and noted the Action Tracker.

9. STATEMENT OF INTENT PERFORMANCE FOR YEAR ENDED 30 JUNE 2023

Justine White and James Robinson spoke to the paper:

- The Board noted that the summary of TAU's SOI performance for the year is a good reflection of the Annual Report. The videos produced and presented at the last Board meeting were excellent and Management should continue to explore ways to communicate its work and activities to stakeholders and the public.

The Board **noted** the update.

James Robinson left the meeting.

10. CE REPORT

Nick Hill spoke to the paper.

- Management noted that looking ahead, the lack of funding for major events combined with the high cost of bringing events to New Zealand is a concern for stadium content. TAU is working on supporting some local content creation, but the lack of funding for major events is now acute and this will impact the level of activity at Auckland's stadiums.

The Board **noted** the CE Report.

Parin Rafiei-Thompson and Alex Norman joined the meeting.

11. CLIMATE CHANGE AND ENVIRONMENT STRATEGIC PLAN

Parin Rafiei-Thompson spoke to the paper and presented to the Board.

- Management noted that a lot of work has gone into developing TAU's first climate change and environment strategic plan and the team is proud of the result. The plan is commercial and practical and weaves a Te Ao Māori lens throughout. The plan focuses on where TAU can get the best returns for its investment into climate response and sustainability.
- The Board noted that the presentation slide on TAU's emissions reduction target and pathway is very helpful and provides comfort that TAU's targets are achievable, and that TAU has a plan to achieve its targets.
- The Board queried the "to be confirmed" figure for the percentage of capex projects assessed using a sustainability tool (p.160 of the pack). Management noted that the figure is likely to be 100 per cent or close to it – with the property team using a tool that assesses sustainability on most, if not all, capex projects. Assessing capex projects from a climate change and sustainability perspective means not only looking at construction materials, but also what is being constructed and where.
- The Board noted that the plan follows a logical order starting with the statutory framework and Council's position, and then linking these to TAU's beliefs and values. The Board requested that the presentation be added to the pack. (**ACTION POINT**)

The Board:

1. **Approved** the organisation-wide Climate Change and Environment Strategic Plan; and
2. **Noted** that Board paper template will include a heading for Climate Change and Sustainability from the next scheduled Board meeting onwards.

Parin Rafiei-Thompson and Alex Norman left the meeting. Kirsten Lacy joined the meeting.

12. AUCKLAND ART GALLERY TOI O TĀMAKI END OF YEAR REVIEW

Kirsten Lacy spoke to the paper.

- Management noted that the Auckland Art Gallery Toi o Tāmaki (**Gallery**) has produced its first annual review. The soft copy will be uploaded to the Gallery's website and a small print run of hard copies will be provided to stakeholders. The Gallery is experienced its best ever visitation with 480k visitors during the year and a further 500k seeing the Gallery's collection outside of the Gallery.
- The Board congratulated the Gallery on its record visitation and asked what the single biggest factor was. Management noted that the Gallery's strong exhibition programme is the key driver of visitation.

The Board **noted** the update.

Hinu Te Hau and Carol Cheng left the meeting at 12.15 p.m.

The Chair closed the Public Meeting and opened the Confidential Meeting.

14. AUCKLAND ART GALLERY TOI O TĀMAKI EXHIBITION BUSINESS CASE

Kirsten Lacy spoke to the paper.

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

- Management summarised the proposed [REDACTED] exhibition business case and confirmed that should the other planned venue for the exhibition pull out, there will be a financial impact on the Gallery's exhibition business case. However, the Gallery is in the position of needing to agree to the exhibition now to secure it.
- Management noted that the proposed exhibition is scheduled for December 2024 and is within the Gallery's normal annual exhibition budget. The cost is comparable to other similar exhibitions and the budget has been tested by the finance team against recent exhibitions. The finance team believes that the forecast visitation and revenue numbers are suitably conservative.
- The Board encouraged the Gallery to look at leverage and collaboration opportunities with both a Te Ao Māori and sustainability lens. The Board requested that following the exhibition Management measure and analyse the exhibition from a cost/revenue and visitation perspective.

The Board:

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

1. **Approved** the expenditure required to bring the [REDACTED] exhibition to Auckland Art Gallery Toi o Tāmaki; and
2. **Delegated** authority to sign the exhibition contract to the CE and/or COO.

Kirsten Lacy left the meeting and Richard Jarrett and Neil McGowan joined the meeting.

13. ICT INFRASTRUCTURE PROJECT UPDATE

Richard Jarrett and Neil McGowan spoke to the paper.

- Richard Jarrett updated the Board on the ICT Infrastructure Project. The NZMM transition to SAP remains paused as the team looks for the best solution. The TAU staff transitioned to Council continue to work well within the Council team.
- Neil McGowan updated the Board on the transition of TAU's cyber security function to Council.

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

The Board noted that some of the information required for the Board's monthly cyber security report is not coming through from Council. Richard Jarrett agreed to look into the matter and address it within the next two weeks. (**ACTION POINT**)

- The Board requested that the Board and Management discuss the ICT Infrastructure Project during the confidential Chief Executive update at the next Board meeting. (**ACTION POINT**)

The Board **noted** the update.

15. BOARD ONLY TIME

There was no other business.

The meeting ended at 1.32 p.m. The next Board meeting is scheduled for 29 November 2023.

Confirmed as a true and correct record of the meeting of 25 October 2023:



Chair

Date

Chief Executive Report

Report to the Board of Tātake Auckland Unlimited – 29 November 2023

1. Introduction

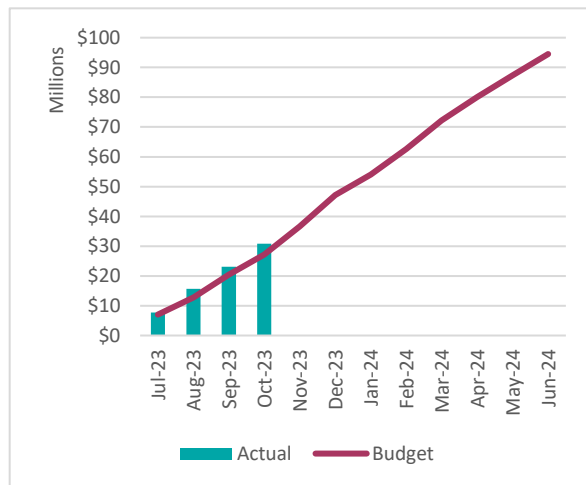
- YTD revenue for the first 4 months has been strong tracking at 15% above forecast. However, as the year progresses there are revenue risks primarily with new revenue targets ramping up in the second half of the year and with visitor and venue revenue as patrons feel the pinch from rising costs and respond by spending less on entertainment.
- SailGP has decided not to proceed with the event in Auckland in March 2024. The decision has impacts on Auckland as a destination (\$5m GDP), the reputations of the city and Tātake, and loss to the Moana Festival event. The decision does free up \$1m of the Regional Events Fund to invest in events before the end of 2024. Meanwhile, SailGP is not lost entirely to Auckland and we will discuss future events with SailGP.

- Black Knights has been announced as the new Australian Football League franchise based in Auckland.

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

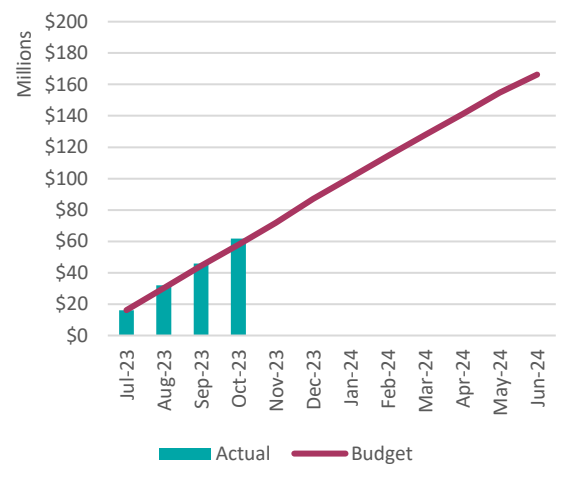
2. Finance update

Revenue against budget (cumulative)



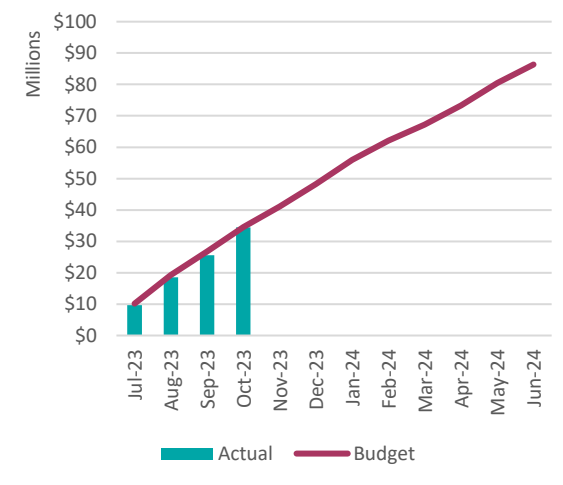
Revenue was **favourable** by 14% at the end of October

Opex against budget (cumulative)



Opex was slightly **above budget** (7%) at the end of October

Net Cost of Service (cumulative)



Net cost of service was **on target** at the end of October

3. Strategic Plan implementation

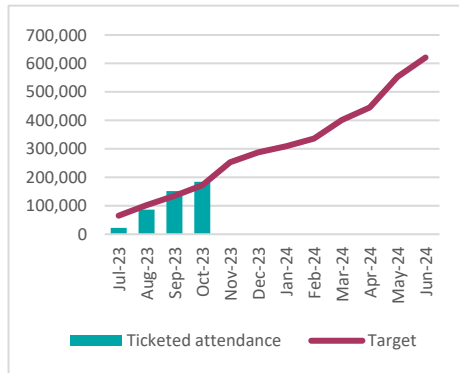
Experiences and Events

Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> Our supported partnership with Amici Trust of <i>The Music Man</i> in the Kiri Te Kanawa had a successful week run. Total sales were 3056 with 11% of sales in the week of the run. Total sales were 24% down on budgeted attendance. Investigation of options about <i>The Cloud</i> continue, aiming for an agreed position by end of Dec. Heart of the City's annual art programme took place this month. Auckland Live partnered with activities including the artworks in Aotea Centre and Aotea Square and Tempo Dance Festival's <i>Capture</i> in Aotea Square on the Digital Stage. Operations & Technical delivered 99 events within the month, including 10 cruise ship turnarounds. There has been an increase in physical altercations and unacceptable behaviour around Aotea Arts Precinct, particularly near Town Hall, Container on the Square and Aotea Centre. Auckland Live Xmas in the Square will run from Dec 9 - 21 and Auckland Live Summer in the Square will run through February. 	<ul style="list-style-type: none"> BNZ Auckland Diwali Festival delivered successfully on 4-5 Nov, incoming Prime Minister Christopher Luxon in attendance and spoke positively about the festival celebrations. BNZ was extremely complimentary of the team delivering the event and expressed excitement about planning for BNZ Auckland Lantern Festival in Feb. Moana Auckland launched on 8 Nov at the Royal NZ Yacht Squadron. Mayor, Deputy Mayor and other elected members in attendance. <div data-bbox="768 638 1400 1061" style="background-color: black; width: 100%; height: 100%;"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p><u>Auckland Conventions Venues and Events (ACVE)</u></p> <ul style="list-style-type: none"> ACVE revenue to end of year has increased by \$954K on previous month. Major delivery outcomes for Amway Auckland in the month of Oct for Aotea Centre – 3 days and 14 days at Viaduct Event Centre. <div data-bbox="1429 550 2038 826" style="background-color: black; width: 100%; height: 100%;"></div> <p><u>Auckland Convention Bureau (ACB)</u></p> <p><u>Notable bids submitted:</u> [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p><u>Notable business events secured:</u> [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>There are 72 future business events confirmed for Auckland (until 2028) as a result of ACB's support and services. They have an estimated future economic value of \$72.2m.</p>
City Wide Events Calendar		
<ul style="list-style-type: none"> City Wide Events Calendar ongoing development, and coordination of wider organisation roll out, will sit with the Destination – Director role in recruitment. Project timelines will need to be reviewed and confirmed once appointment has been made. 		

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

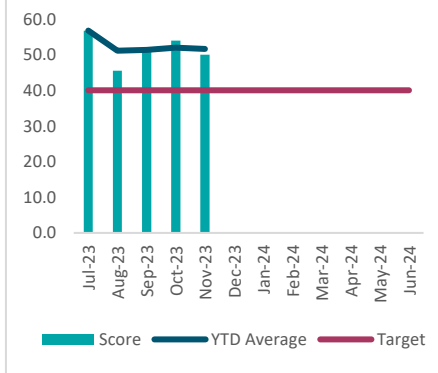
KPI RESULTS

Ticketed attendance Auckland Live (cumulative)



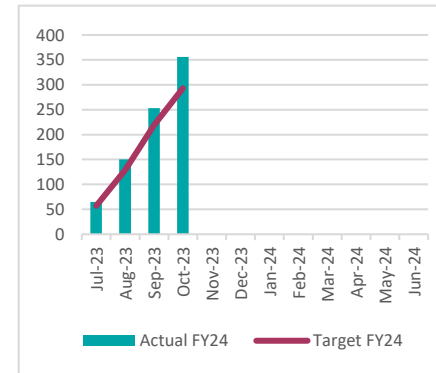
Ticketed attendance was **on target** at the end of October, at 183k

NPS for TAU audiences and participants Auckland Live



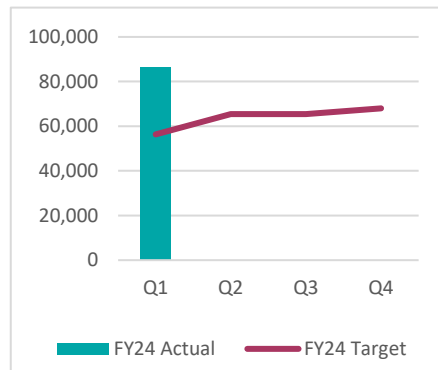
Auckland Live's NPS score year to date is tracking **above target**

Number of events ALAC (cumulative)



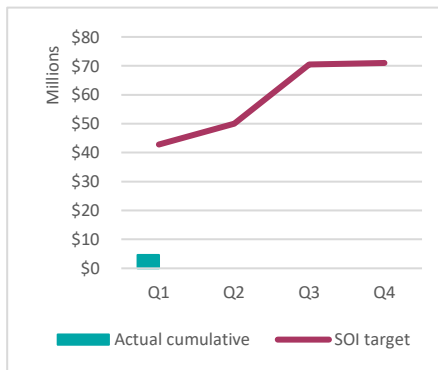
The number of events was **above target** at the end of October

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



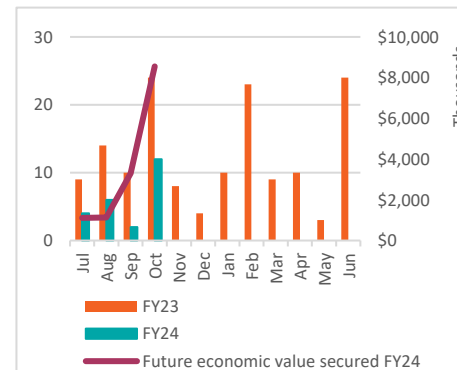
Auckland Live has already **reached the year-end SOI target**. This was mostly due to a larger than anticipated number of children participating at the FIFA Fan Festival.

Contribution to regional GDP from major & business events



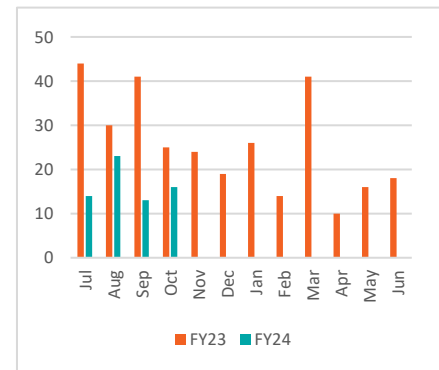
Q1 results are **based on 7 events, out of 12**. Awaiting results for the FIFA Women's World Cup 2023 GDP impact, which is forecasted to bring most of the GDP contribution for FY24.

Business events secured



ACB helped to secure **12 new business events** for Auckland in October, with an estimated \$8.5m of future economic benefit to the region. The events are due to be held from 2023 to 2026.

Business events – new opportunities supported



In October, ACB generated or assisted with **16 new business events opportunities** for Auckland with dates through to 2026 and an estimated economic value of \$3m if all were to be secured

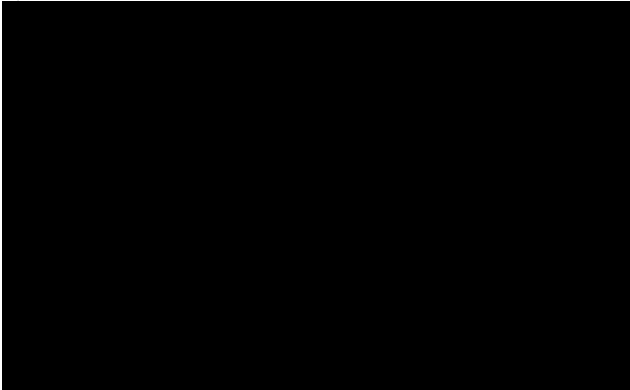
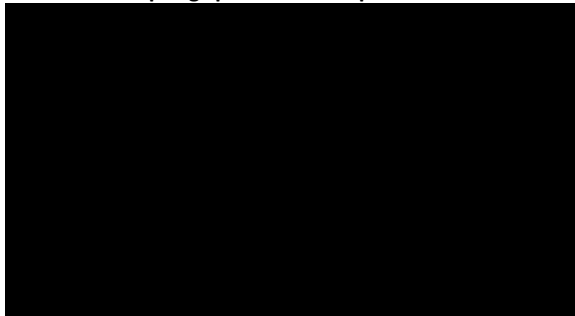
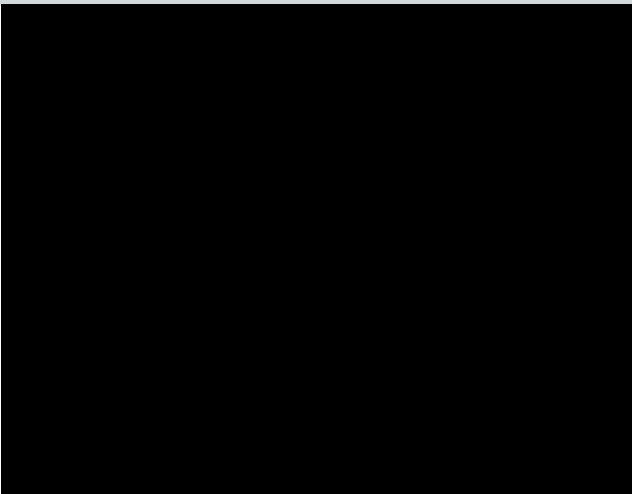
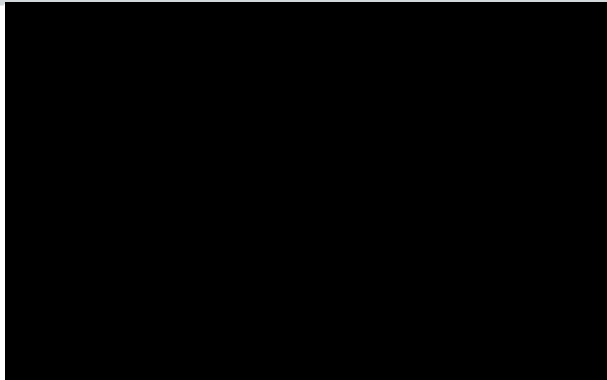
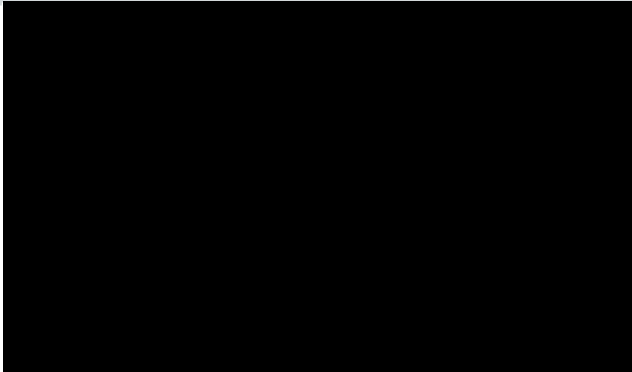


SOI measure or component of SOI measure

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

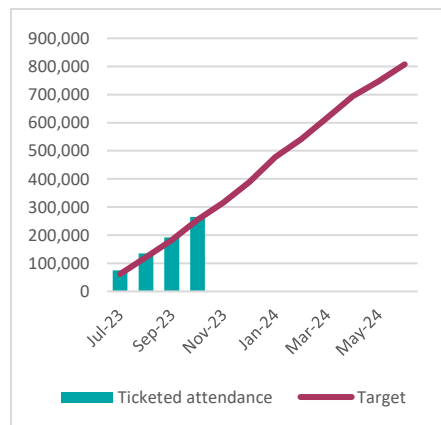
Facilities

Auckland Zoo	Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> • Total visitors: year to date 264,972 visits have been made to the Zoo, 3.8% ahead of target. Oct visitation was 73,155 – slightly ahead of budget and the third highest October visitation on record. • Revenue from all sources in Oct \$1.33m, 6.8% ahead of target. Year to date, the Zoo's revenue is \$4.66m – 7.4% above budget. • The Zoo veterinary team began assisting DOC and MPI with investigations into the apparent increase in sick and dying young little blue penguins around Auckland. The hypothesis is that it is due to a lack of suitable food, but the Zoo vets will help to rule out infectious disease. • Zoo animal staff undertook more than 200 hours of field conservation activities across the region from Te Hauturu o Toi to Maungatautari and Coromandel working to study and save kākāpō, northern striped geckos and black mudfish. • 5500 learners engaged with the Zoo in Oct onsite and online with 4656 learners attending Conservation Learning and self-guided sessions onsite (almost 40% ahead of target for the month). • The board approved \$6m in capital funding for Phase 1 of the next stage (3) of the Zoo's masterplan. Subsequently the Zoo has been able to appoint Precon as project managers. 	<ul style="list-style-type: none"> • Total visitors: Year to date 136,849 visits have been made and overall, Gallery is tracking ahead (+21%) of the expected total visitation. • Ever Present: First Peoples Art of Australia reached 80,730 visitors over its 93-day run; 2698 visitors participated in the Ever Present public programmes. • New acquisition exhibition <i>Portals: Recent work from the collection</i> opened on 25 Oct. • On 27 Oct, Gallery opened Ngā Pakiaka, the new Te Aka Matua Creative Learning Centre space; 1504 visitors engaged with this space in the first five days. • Guo Pei: Couture Fantasy is in the thick of installation with the hectic Dec hosting and event schedule about to commence. • Guo Pei sponsorship confirmed with Singapore Airlines, Rolls Royce, Van Cleef & Arpels. • New commissions by Simon Denny, Darcel Apelu, and Jenny Holzer are in final stages of production across the building. • In October, the Gallery had 34 Volunteer Guides logging 351 hours.
NZ Maritime Museum	Auckland Stadiums
<ul style="list-style-type: none"> • An establishment meeting for the long-term gallery renewal programme was held with Workshop E, the principal design partner. This work will commence in the new year, post collection store move and will focus initially on the Whales gallery and Hawaiki Gallery. • Always Song in the Water – Art Inspired by Moana Oceania, continues with its popular public programme and artist interactions. • Work continues with collection storage move, with access to the new site shared with Auckland War Memorial Museum now available. Museum has completed design work for the storage solution at the new site and preparatory works have begun. Museum has secured agreement with the Avondale site landlord for a short lease extension if required. • The museum's brigantine Breeze has now begun its summer sailing programme, meaning all four of the museum's heritage fleet are now in service. • NZMM will be hosting a member of National Services – Te Pairangi team onsite for the next four months as part of our ongoing collaboration with Te Papa, and to support their broader mission of supporting smaller museums throughout Aotearoa New Zealand. 	<ul style="list-style-type: none"> • October saw the start of the 2023/24 concert season with Go Media Stadium Mt Smart hosting Listen In and the inaugural Eden Festival. Both events had lower ticket sales than initially anticipated, which impacted financial returns. • Overall, Auckland Stadiums hosted 77 event days in October across Go Media Stadium Mt Smart and North Harbour Stadium. These events attracted more than 46,300 people. • The first school athletics event for the season was held at Arena 2, Mt Smart on 12 Oct. Through the balance of Oct, the arena hosted six schools with 2500 students enjoying the top-class athletics facilities. • Lilyworld is proving to be a highly popular Christmas function venue and is set, together with the co-located Ace Motorsport go-karting, to provide much-needed revenue in a month lacking any major events. • Stadium management is working to develop a varied programme of summer event activity at Lilyworld through February to drive visitation and revenues in a month that would normally contain significant concert activity. [REDACTED] <p>S7(2)(f)(i),(h) LGOIMA 1987</p>

Auckland Film Studios sale	Western Springs Precinct	Aotea Centre
<ul style="list-style-type: none"> Actors Strike resolved – the actors strike in the US has been resolved and the industry is working quickly to restart.  <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p>No updates since last month (NB: discussion is underway between Director NZMM and Partnerships and Auckland Zoo Director about the most appropriate way to manage this project in the future)</p> <ul style="list-style-type: none"> As agreed in the SOI, mahi (work) continues on the Western Springs precinct concept.  <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	 <p>S7(2)(f)(i),(g),(h),(i) LGOIMA 1987</p>
Aotea Creative Quarter	Integrating Auckland's cultural institutions	Single Operator Stadiums Auckland (SOSA)
 <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> Council is leading work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board. A political working group led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM. The TAU board was briefed on the work of the political working group at the October 10 board meeting. 	 <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

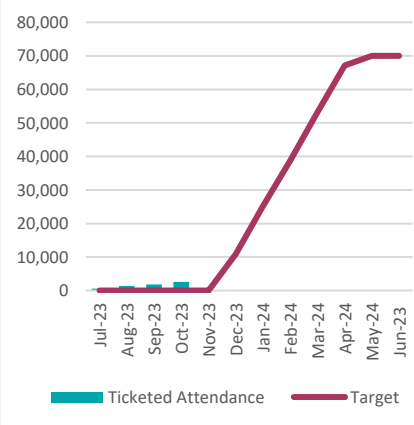
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative)



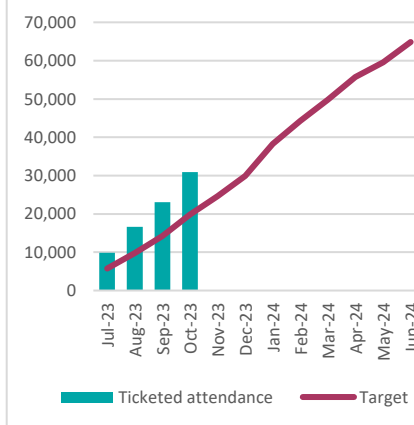
The Zoo's ticketed attendance is **on target** at 265k YTD

Auckland Art Gallery ticketed attendance (cumulative)



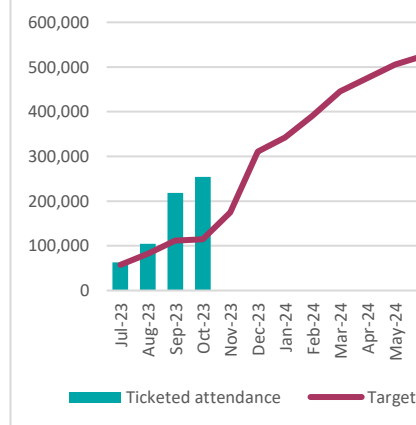
The Gallery's ticketed attendance was 2600 at the end of October, which is **on target** as most of the ticketed visitation to the Gallery is expected from Dec onwards

NZ Maritime Museum ticketed attendance (cumulative)



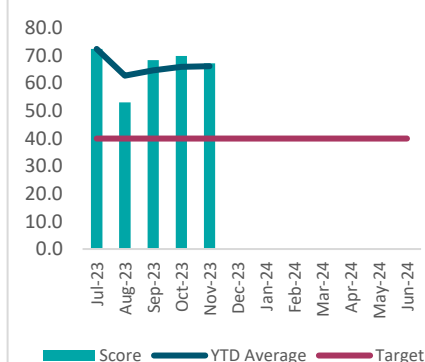
The Museum's ticketed attendance is **above target** at 31k YTD

Auckland Stadiums ticketed attendance (cumulative)



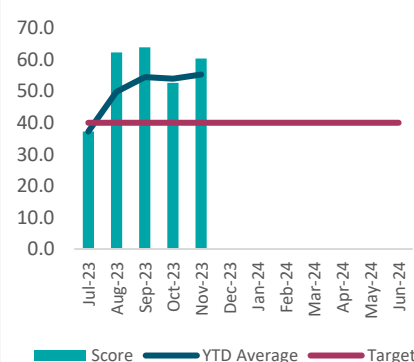
Auckland Stadiums' ticketed attendance is above target at 254k YTD

Auckland Zoo NPS



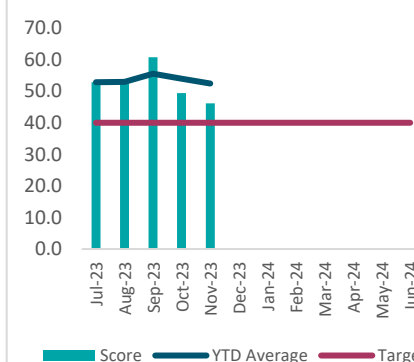
The Zoo's NPS is tracking **ahead of target** at 67

Auckland Art Gallery NPS



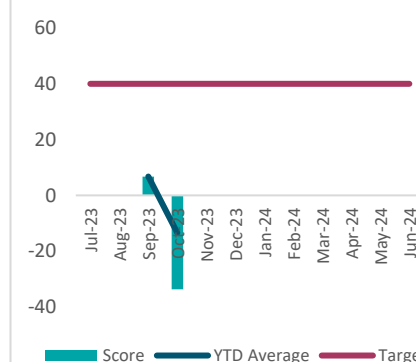
The Gallery NPS is tracking **above target** at 60

NZ Maritime Museum NPS



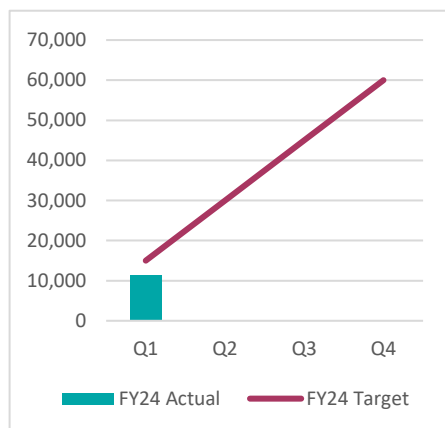
The Museum's NPS is tracking **above target** at 46

Auckland Stadiums NPS



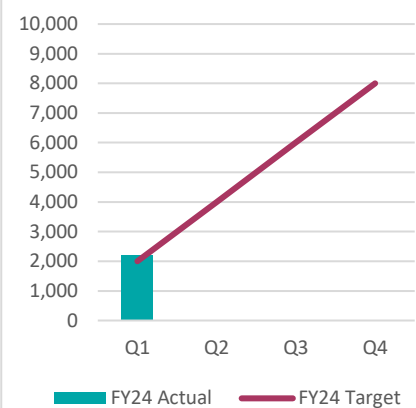
The low Oct NPS for Stadiums was driven by Eden Festival. The two key points of dissatisfaction were 1) the VIP/GA layout in the venue, and 2) Cleanliness of the venue. These issues are being addressed by the Stadiums operations team.

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



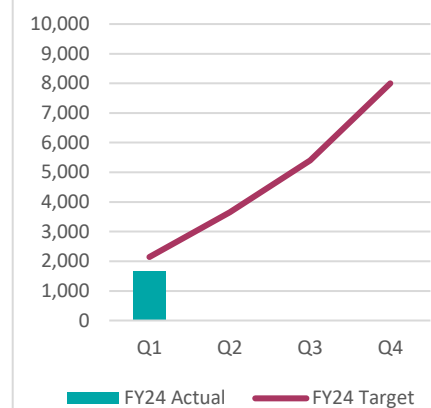
Q1 results for the Zoo were **slightly below target**

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



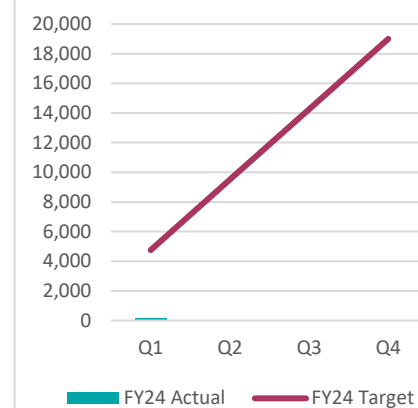
Q1 results for the Gallery were **on target**

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



Q1 results for the Museum were **slightly below target**

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



Q1 results for the Stadiums were **below target**. It's anticipated that there will be more children-focused programmes during school term 4 and later in the financial year.

Investment and Innovation

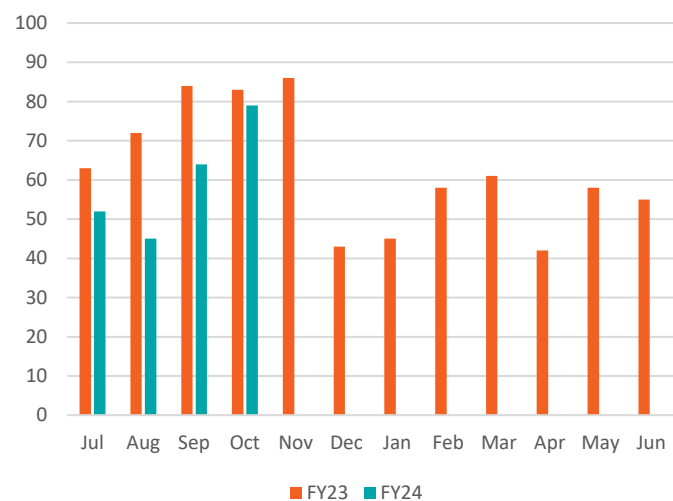
Visitor Economy	Economic Transformation activity
<ul style="list-style-type: none"> • The Destination Auckland Partnership Programme (DPP) has 125 financial partners. As of 6 Oct, applications total more than \$1.87m. • DPP Consumer marketing and public relations activity is underway in both New Zealand and Australia to support DPP partners. Sling and Stone has been appointed the PR Agency in Australia for all DPP activity. • DPP Trade marketing – TAU participated in the TNZ Western Market IMA Roadshow 25 Sep – 5 Oct. Roadshow events were held in New York, Atlanta, Los Angeles, Vancouver, London and Munich with 300+ travel sellers registered across the six events. TAU will participate at Kiwi Link China this Nov. Close to 40 DPP partners have applied to take part in Australia and US roadshows in 2024. • Destination Management: Review of Destination AKL 2025 is underway with a view to create Destination AKL 2035. A dedicated piece of work to unlock Auckland's nighttime economy has also begun with partner Joots and in conjunction with the City Centre Working Group. 	<ul style="list-style-type: none"> • City Centre Action Plan The nighttime economy and Investment and Attraction actions are being progressed. City Centre Oct data update provided to Eke Panuku. • A draft Framework Plan for the Port Project is being developed by Eke Panuku to be presented to the Auckland Council Governing Body in Dec. The TAU internal team drawn from across the organisation has met to discuss the Framework Plan and has fed back comments to Eke Panuku. • Project Ikuna Education Provider 1:1 hui with new Project Manager currently underway. Target of 3450 total delivered micro-credentials, as agreed with MBIE, has now been delivered. In talks with MBIE to agree stretch-goals for remainder of the programme and budget. Further discussions to be had around evaluation reporting and wrap-up of contractual obligations.
Screen & Creative	Tech & Innovation
<ul style="list-style-type: none"> • Unitary Plan Sites & Places of Significance to Mana Whenua, and filming: Series of hui ongoing until mid-Dec to work through the details of proposed new way of working on Sites and Places of Significance. • Hollywood actors strike resolved after 7 months. • Screen Auckland team members (2) had a productive attraction trip to Los Angeles, 12 meetings incl. 9 studios to discuss live production enquiries for 2024 and Auckland's creative tech capabilities. Excellent timing to be on the ground as strike action ended. • Henderson Creative Quarter: Information event with 250 stakeholders set for 23 Nov at Te Pou theatre. (LTP Māori Outcomes funding bid submitted). Establishment Group, composed of industry leaders and local stakeholders, formed to lead the set-up of key aspects of the project in early 2024. Met for the first time ahead of the info evening. 	<ul style="list-style-type: none"> • Tech Tāmaki Makaurau highly commended by Economic Development NZ for 'Best practice in Cluster & Sector Development'. Research partner, Te Au Hungarau recognised for 'Best Practice in Primary Research'. • Pauli Sosa awarded 'Connector of the Year' for the second year at the Global Entrepreneurship Network NZ awards. GridAKL recognised for its' entrepreneurship support organisation role. • TAU confirmed as member of Auckland regional group for MBIE Advanced Manufacturing Industry Transformation Plan. • TAU involvement toward development of national Medtech innovation quarter entity, alongside Wellington, Christchurch, and Dunedin. • Delivered three events at GridAKL: Boosttrappers StartUp workshop, Auckland Aerospace event, and Migrants in Tech event. • The Innovation Network is growing with 135 businesses at GridAKL, 16 businesses at Click Studios and 6 businesses at GridMNK; 48 Māori & Pacific peoples founders enrolled in GridMNK Tukua programme; 139 founders involved in RESERVE; 20 events delivered across the network to upskill entrepreneurial capability.

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

Investment and International	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> • Refresh of International Framework – initial meeting of cross-Council group which will develop revised international framework. Agreement that TAU will support development of this framework. (Timing, scope etc. yet to be received.) <div data-bbox="181 300 1120 683" style="background-color: black; width: 100%; height: 240px; margin-top: 10px;"></div> <p style="text-align: right; margin-top: 20px;">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p>Action E2: Climate Connect Aotearoa (CCA)</p> <ul style="list-style-type: none"> • CCA's activation space at the Climate Change & Business Conference promoted He Kete Mātauranga and launched its ClimateLink tool to connect organisations with funding opportunities, resources and networks. • The energy sharing challenge scope has been developed and will be delivered in partnership with Ara Ake, Counties Energy, and Pukekohe Library in the first instance, with interest from Kāinga Ora to join. • CCA Māori outcomes opportunities have been added to the TAU Māori outcomes LTP and early-stage planning is underway for a potential climate lane at the Māori Business Symposium. • Research undertaken into opportunities for SMEs to address process heat emissions and potential funding opportunities for transition. <p>Actions E1 & E4: Sector vulnerability and just transition</p> <ul style="list-style-type: none"> • CCA and TAU published research on Tāmaki Makaurau Auckland's green employment; Tāmaki Makaurau Auckland's turning point: the cost of climate inaction vs. decisive action; and an economic insights paper on Mitigating climate change in New Zealand: impacts on Auckland's economy. An Auckland Climate Festival event was held to launch this research and more than 75 people attended.

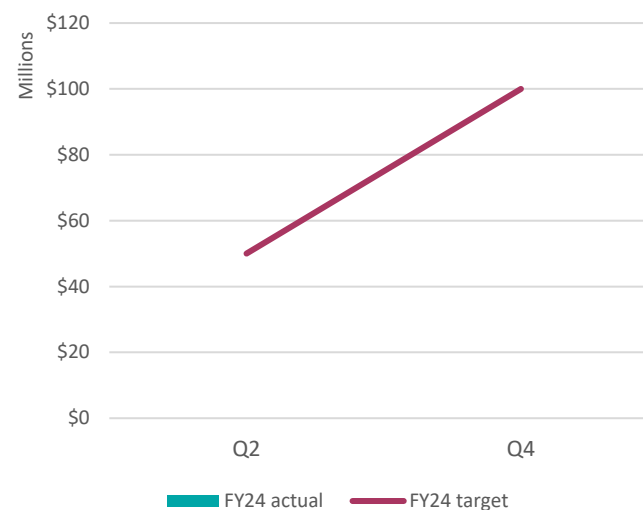
KPI RESULTS

Screen permits processed



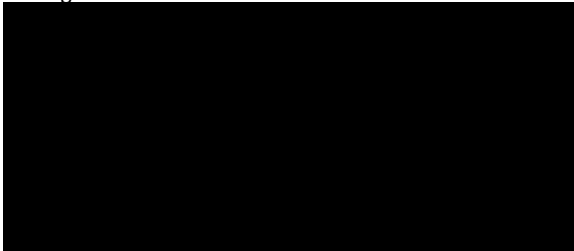
Impact from the US writers' and actors' strike was clear in the decrease in permits year on year in the first months of FY24, but now that the strike has ended, TAU is expecting an increase in the number of permits issued

Attributable value of private sector investment secured during the year



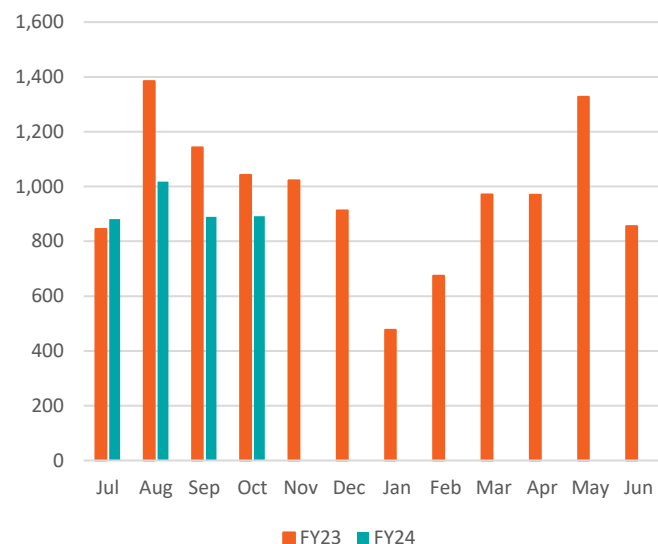
Results reported six-monthly

Brand and Reputation

Visitor	Events	Cultural Organisations
<p>Media famils</p> <ul style="list-style-type: none"> EAV of \$60,000 for a media famil with <i>Kia Ora Magazine</i> hosted on Waiheke Island. <p>Visitor economy</p> <ul style="list-style-type: none"> The Discover Auckland Phase 2 domestic campaign is live across local, drive and fly markets. Partnership activity with airline Qantas was finalised with articles appearing in <i>Travel Insider</i>. An Australia landing page on aucklandnz.com is now live. Digital display advertising and sponsored content were briefed to further support destination marketing in Australia. Iconic Auckland Eats communications plan and media release achieved cumulative reach 963,170 and EAV \$181,912. Launch of cruise season media release achieved cumulative reach 367,140 and EAV \$16,780.30. 	<p>Major events</p> <ul style="list-style-type: none"> Moana Auckland was successfully launched at the RNZYS on Wed 8 Nov with the first marketing phase simultaneously initiated incl. website and social media platforms going live. The Summer is Calling TVC is in production highlighting upcoming summer events and aligned with Auckland Council's wider campaign. For New Year's Eve '23, TAU will inexpensively produce and share content on its own channels. There are no global syndication opportunities. <p>Business events</p> <ul style="list-style-type: none"> The ACB FY24 Awareness Campaign is in market with LinkedIn sponsored content and advertising in key publications. Filming of Amway China was completed over four days with nine partner businesses interviewed. Feedback from partners has been very positive. <p>Auckland Live</p> <ul style="list-style-type: none"> The Ticketing Operations Manager attended Ticketing Australia Conference to connect and gain insights for Ticketing RFP. 	<p>Auckland Conventions</p> <ul style="list-style-type: none"> Auckland Stadiums and Conventions planning promotion of the Stadiums for commercial and business events. <p>Auckland Art Gallery</p> <ul style="list-style-type: none"> The Ever Present campaign wrapped up with the exhibition closing on 29 Oct. Positive media review of the exhibition on RNZ gaining a reach of 5,198 and EAV of \$6,957). Produced promotional trailer for Guo Pei exhibition to feature on TV, video on demand and social platforms. <p>Auckland Stadiums</p> <ul style="list-style-type: none"> Launched Macca's Festival of Football event – a Wellington Phoenix football double-header at Go Media Stadium. Release generated print, radio and online coverage with an audience reach of 360,000+ and EAV of \$524,537. <p>Auckland Zoo</p> <ul style="list-style-type: none"> The Book in Advance campaign wrapped up in Oct. This included bus backs, radio, street posters and digital ads. The kids' and hybrid sub-brand were progressed to complement the Zoo's Masterbrand promise of 'Wildlife Conservation Science at work'. Media coverage gained a cumulative potential reach of 2,225,362 and an EAV of NZD \$685,707.
Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> Internal agency highlights: Annual reports for Trust and Company, TAU Highlights reel, Screen Auckland website hero video, Digital Systems longform achievements video and graphic representation slides; Music Man and Auckland Live advertising and videos, Pasifika assets, Limelight catering brand guidelines. 	<ul style="list-style-type: none"> Screen Auckland – RFONZ hui was a success with the Marketing Manager as a speaker. Screen Auckland website is on track to go live end of Nov. Climate Connect Aotearoa – Published and shared <i>Mitigating climate change in New Zealand: impacts on Auckland and Auckland's Turning Point: the cost of climate inaction vs decisive action. Supporting a decarbonisation path for Auckland Businesses.</i> Tech Tāmaki Makaurau - video created for Te Au Hangarau research for EDNZ Awards night along with media release. Communications plan, media release and video/copy reviews for Tech Tāmaki Makaurau + GridAKL and Stone & Chalk partnership, achieving cumulative reach 290,334 and EAV \$141,316. 	<ul style="list-style-type: none"> Platform now supports collaborating on collections, enabling friends and family to plan their activities in Auckland together. 2 bugs fixed – FAQ widget and major events mapping from City Wide Calendar to Discover Auckland. New listing curation feature developed which is undergoing testing. This feature is accompanied by a promotion widget and allows for the grouping of listings based on content types, supporting diverse topics. New collections added to site to improve organic search engine optimisation. Australian landing page live to support Destination Partnership Programme. Ongoing paid social media activity to support website traffic.

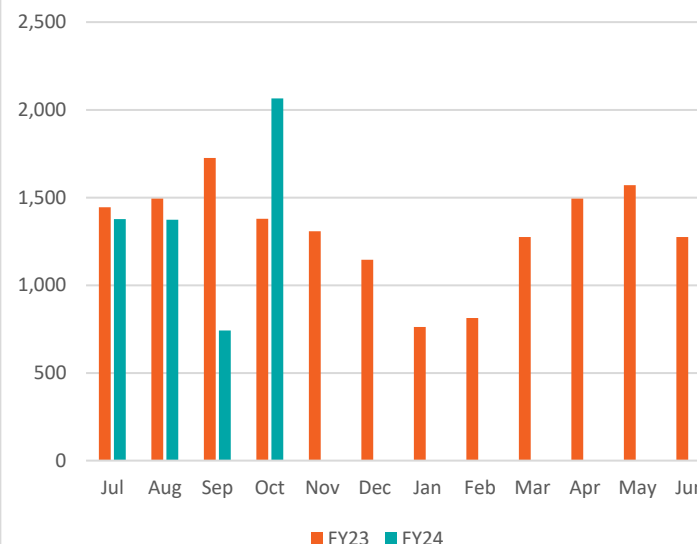
KPI RESULTS

Auckland Brand Home visits



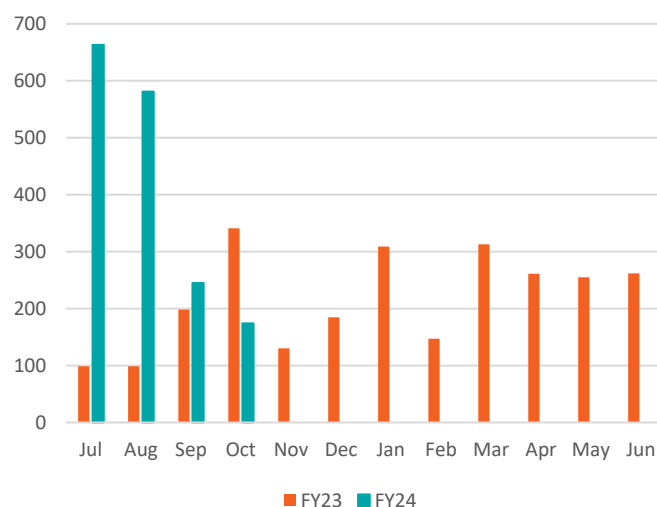
Assets predominantly used by kaimahi. Similar numbers to last month

Download of brand assets



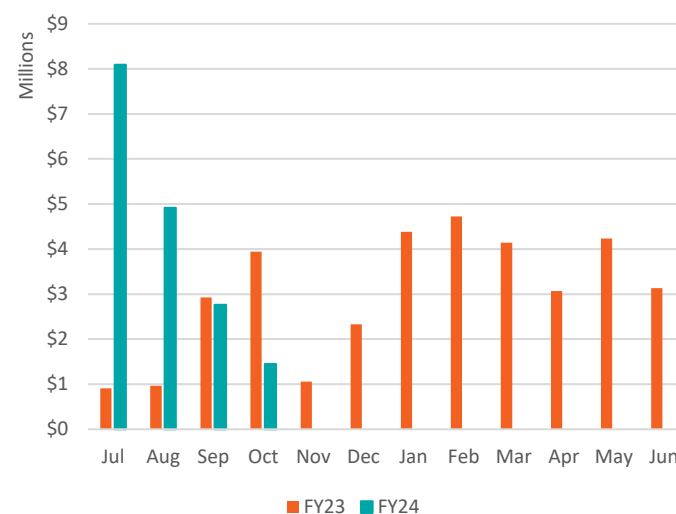
Big increase in downloads due to a large download by AT

Media coverage mentioning TAU



A 29% decrease in mentions reflects fewer major events. Coverage was primarily driven by Tech Tāmaki Makaurau, the end of Go with Tourism & ASB Classic player announcements. Towards the end of Oct there were some mentions of Diwali festival, which will account for increased mentions in Nov.

Equivalent Advertising Value (EAV) of TAU media coverage



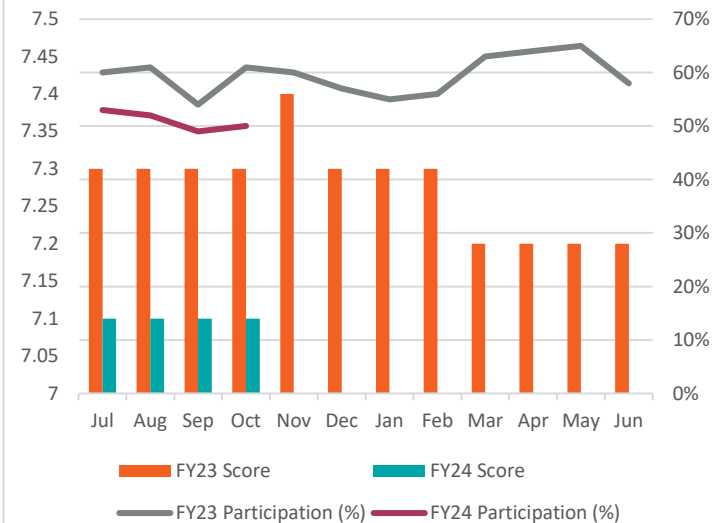
The 48% decrease is due to a reduction in international coverage compared to Sep. However, there was an increase in industry-specific coverage that reached small but highly engaged audiences, including the tech Tāmaki Makaurau launches. NB. the team has produced more than \$60.2m in EAV from Nov '22 to Oct '23.

Organisation and Social Enterprise

Climate Related Disclosures	Project Whanake
<div></div>	<ul style="list-style-type: none"> Project Whanake has reached its conclusion in November 2023. There remains a small number of individuals who are working through to specific activity completion with exit dates confirmed. Additionally, the recruitment processes for the Director Performing Arts and Director-Destination are underway with appointments expected in early 2024.
S7(2)(f)(i),(g) LGOIMA 1987	S6(c),S7(2)(f)(i) LGOIMA 1987
Commercial Revenue & Partnership Strategy	ICT Enhancement
<div></div>	<div></div>
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> Sponsorship: Sponsorship team engaging with the organisation to identify priorities for sponsorship support. Seeking sponsors for AAG, Auckland Live and Major Events. Grant funding: 1x Grant administrator engaging with stakeholders to identify priorities and grant opportunities. Seeking grants for Zoo, Major Events and Stadiums. The remaining Grant Writer role has gone back to the open market for a 3rd time and TAU is working with a specialist recruitment agency. Engagement with council legal and finance departments to move some Company activities to Trust continues, approval will need to be sought from ELT, TAU Board and Governing Body for any changes to the Trust Deed. Key food & beverage revenue: Soft drinks suppliers procurement complete – TAU will continue with incumbent supplier <div></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> Increased venue use: signoff of collaborative frameworks and yield guides by Gallery and Zoo and Auckland Stadiums received. Operations models continuing to be worked through and documented, with training sessions scheduled around allowing staff to focus on BAU activity through their busy periods. Project transitioned to BAU from Nov. Ticketing RFP: The ticketing RFP for Auckland Live and Auckland Stadiums is in development with procurement in readiness for release to meet end of current contract term arrangements in June 2024. 	<ul style="list-style-type: none"> The transition to Council Shared Services continues, however the move to standard End User Devices has been challenging and roll out is behind schedule (yet to start). This transition will take 9-12 months to compete, dependent on whether Council ICT provides any additional dedicated resources. The SAP migration project for the TAU Trust is has been halted, as it does not deliver ROI for TAU, and there is still uncertainty over council's future ERP direction. The project has pivoted to move NZMM from Accredo to Ungerboeck, reducing the number of finance systems from 3 to 2, and focusing on better use of the finance functionality available in UB. A Finance Programme of work is focused on supporting the new TAU Finance team matrix structure, simplifying processes (supported by the standardised ticketing and point of sale platforms across the cultural organisations), and automating reporting (which is being enabled by the Enterprise Data and Integrations Platforms). The City Wide Calendar will be rolled out to the whole of TAU on 28 Nov. The CRM project is building upon the initial implementations, gathering requirements from the Strategic Relations and Sponsorship teams, leveraging off the CRM delivered to the Māori Outcomes team. The Zoo renewal journeys have been the basis for the development of the Gallery newsletters. Other focus areas for future CRM implementation are ACB, Visitor Economy and Major Events. The new General Admission ticketing solution has been implemented both online and on site for purchase of tickets for <i>Guo Pei: Fashion Fantasy</i>, completing the roll out of a standard ticketing solution across all cultural organisations. A new point of sale has been implemented in the Gallery shop to support Christmas trading revenue targets.

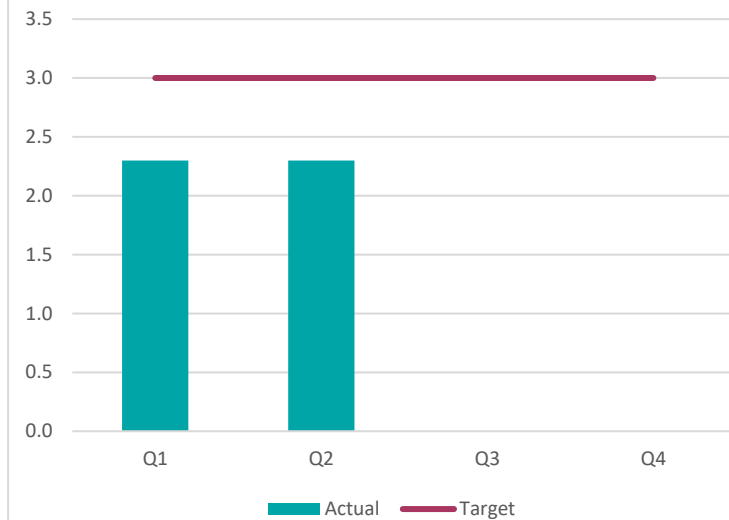
KPI RESULTS

OfficeVibe engagement score and participation



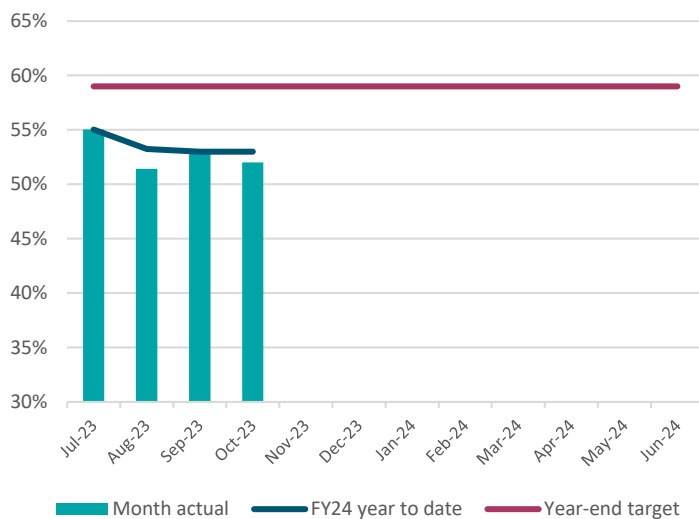
Participation increased slightly in October to 50%; the score has remained stable at 7.1

Cybersecurity posture



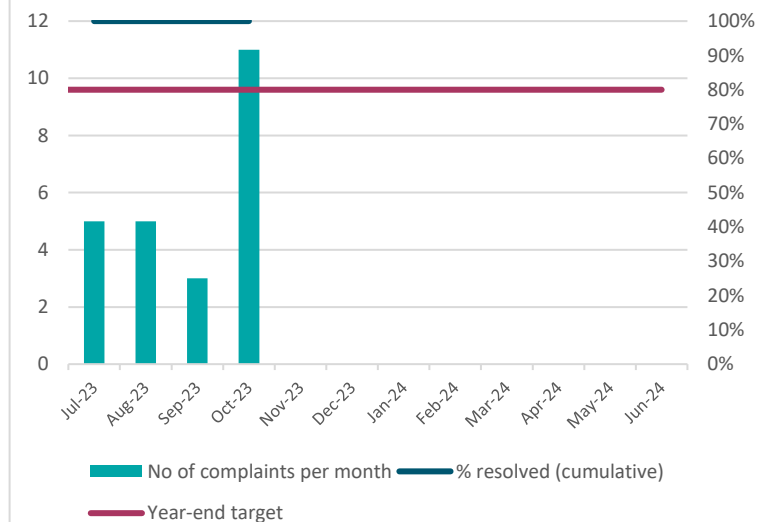
No cyber security breaches

% expenses through non-rates revenue



Year to date percentage of expenses funded through non-rates revenue were below target

% of customer complaints resolved within 10 working days



% of complaints resolved within 10 working days is on target (100% complaints resolved)

Māori Outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment

- **Māori Economy Symposium:** The symposium date has been moved to 5 Jun 2024. This was due to several factors: to avoid marketing the event during the summer holiday downtime, and to keep the programme responsive to potential speakers linked to the new government which has yet to form. All workstreams are underway and TAU has engaged partners to deliver programming, production, tikanga and communications advice and support. These services will be primarily delivered by pakihi Māori. Programming and brand position due to be confirmed in the coming fortnight. The kaupapa will be launched the week following Waitangi Day and the target audience will be contacted directly to invite them to register for the event.
- **Māori Outcomes LTP bid:** [REDACTED]
- **Sites & Places of Significance to Mana Whenua:** Following the first working group wānanga in Sep with Mana Whenua representatives and industry representative, face to face engagement has continued. Screen Auckland and the Māori Outcomes Rōpū have focused on preparing for the second hui with iwi and hapū to take place mid-Nov. This workshop will have a dedicated focus on taking representatives through the current film permitting process and a deep dive into the proposed Unitary Plan change. This is a key milestone for TAU in its facilitation role for this Plan change.

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

Kia ora te Ahurea | Māori Identity and Culture

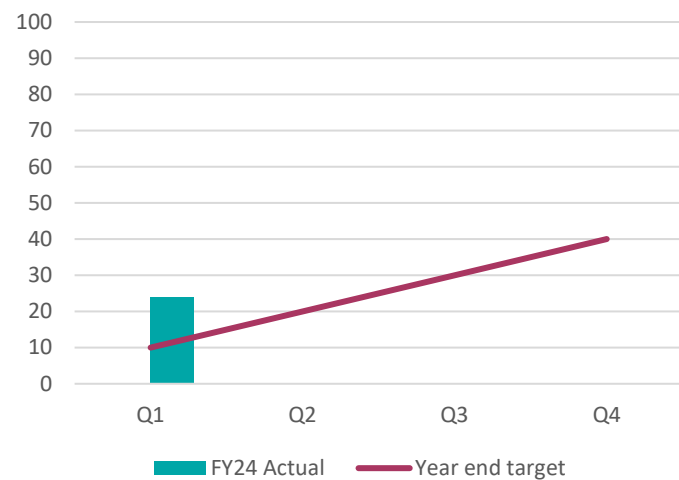
S7(2)(f)(i),(h),(i) LGOIMA 1987

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- **Te Mahere Aronga refresh:** The Māori Outcomes rōpū held a hui with rōpū connectors nominated by the executive team on 2 Nov. Connectors will be working with their teams to complete a template outlining Māori Outcomes goals, actions and measures ahead of a combined workshop on 15 Nov. The outcomes will be based on TAU's SOI strategy focus areas and will be consolidated into a Tātaki-wide approach for the ELT and Māori Engagement Committee of the Board to review in Dec.
- **Whāia te Ao Māori Stage 2:** New Zealand Maritime Museum is confirmed as the second rōpū to undertake an internal self-reflection, through a te Tiriti lens, to assess how TAU serves Māori in Tāmaki Makaurau. This follows the pilot programme undertaken by Auckland Art Gallery Toi o Tāmaki. A joint initiative with NZMM, Māori Outcomes, the EPMO and the Research and Insights teams, the planning and procurement process will commence in Quarter 3 FY23/24, with the research phase commencing in Quarter 1 FY24/25.
- **Tātaki Kaimahi Māori Network:** The network continues to lead waiata sessions. In the new year, the steering group will undertake a roadshow across TAU to encourage membership and seek feedback on priority areas.
- **Auckland Zoo established a Te Reo Champions programme** in Oct with 6 volunteers from across the Zoo who will each focus on championing different aspects of learning te reo Māori. The Zoo is now working on a Kaupapa Champions programme to help strengthen relationships with mana whenua.

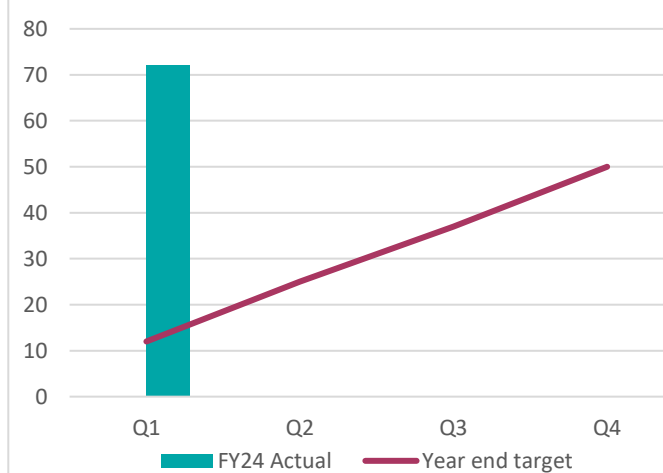
KPI RESULTS

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



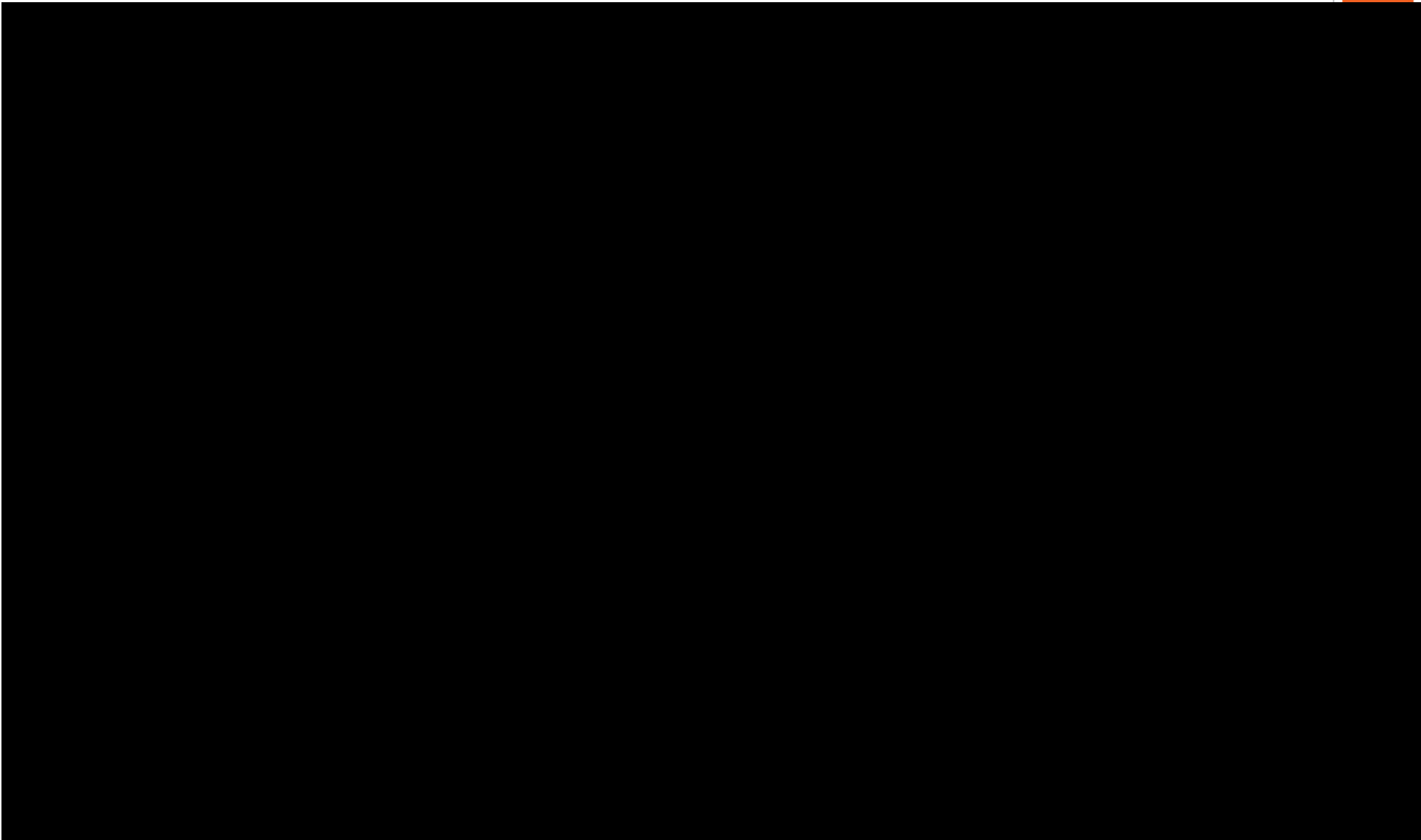
The year-end KPI target has been achieved

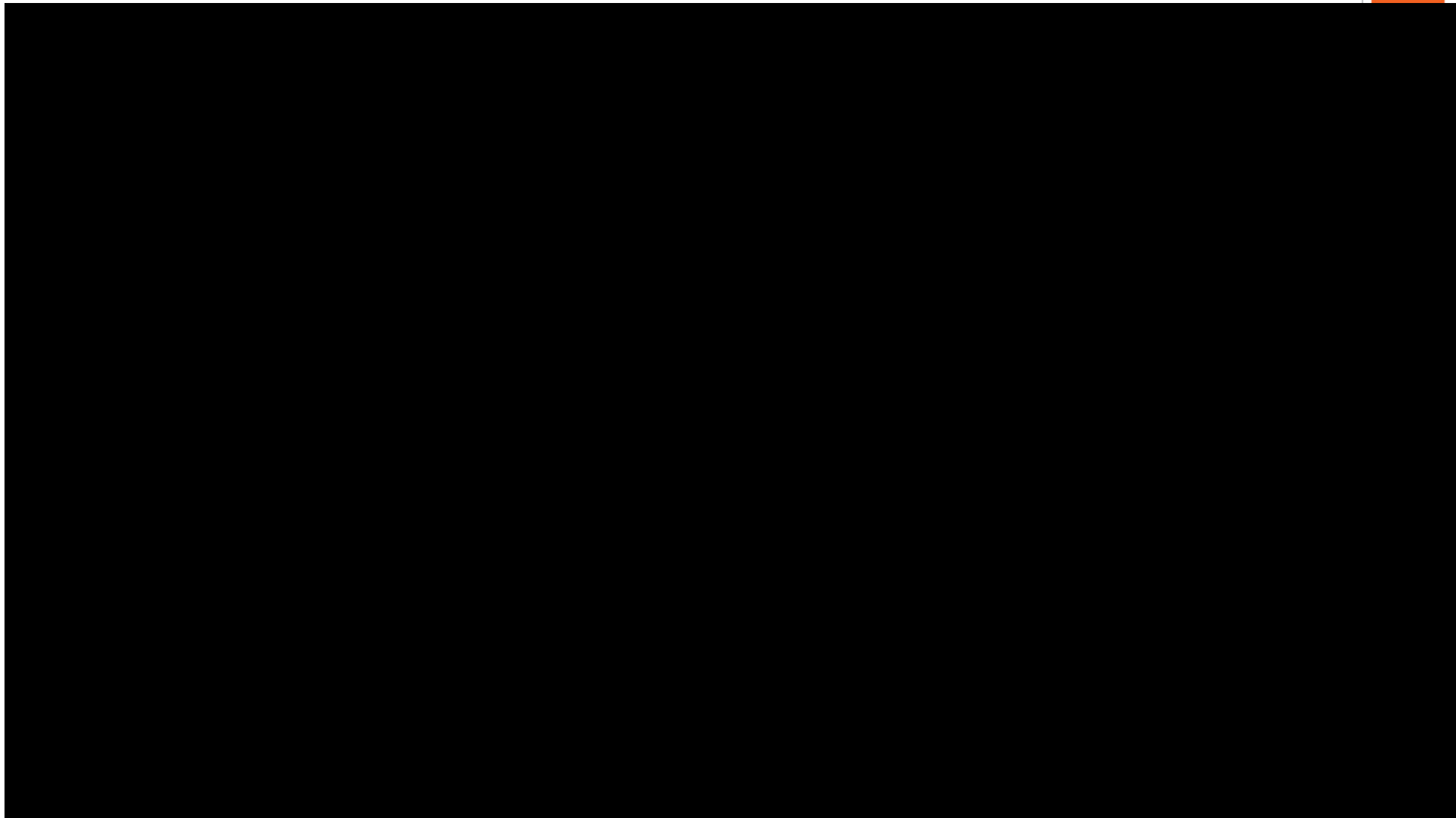
Schedule of Appendices

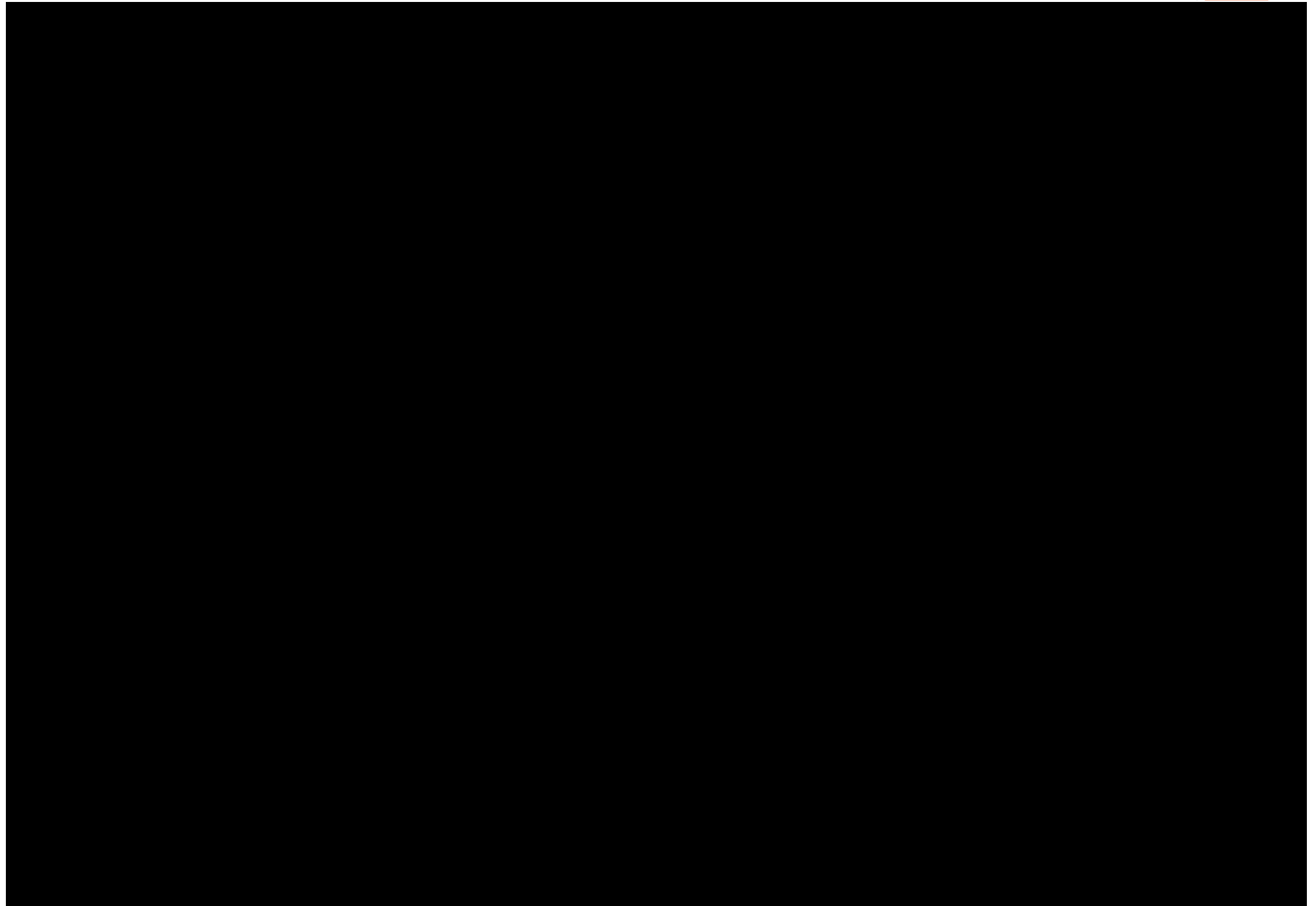
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)
- Commercialisation of Media Assets Status Report (Monthly until completion)

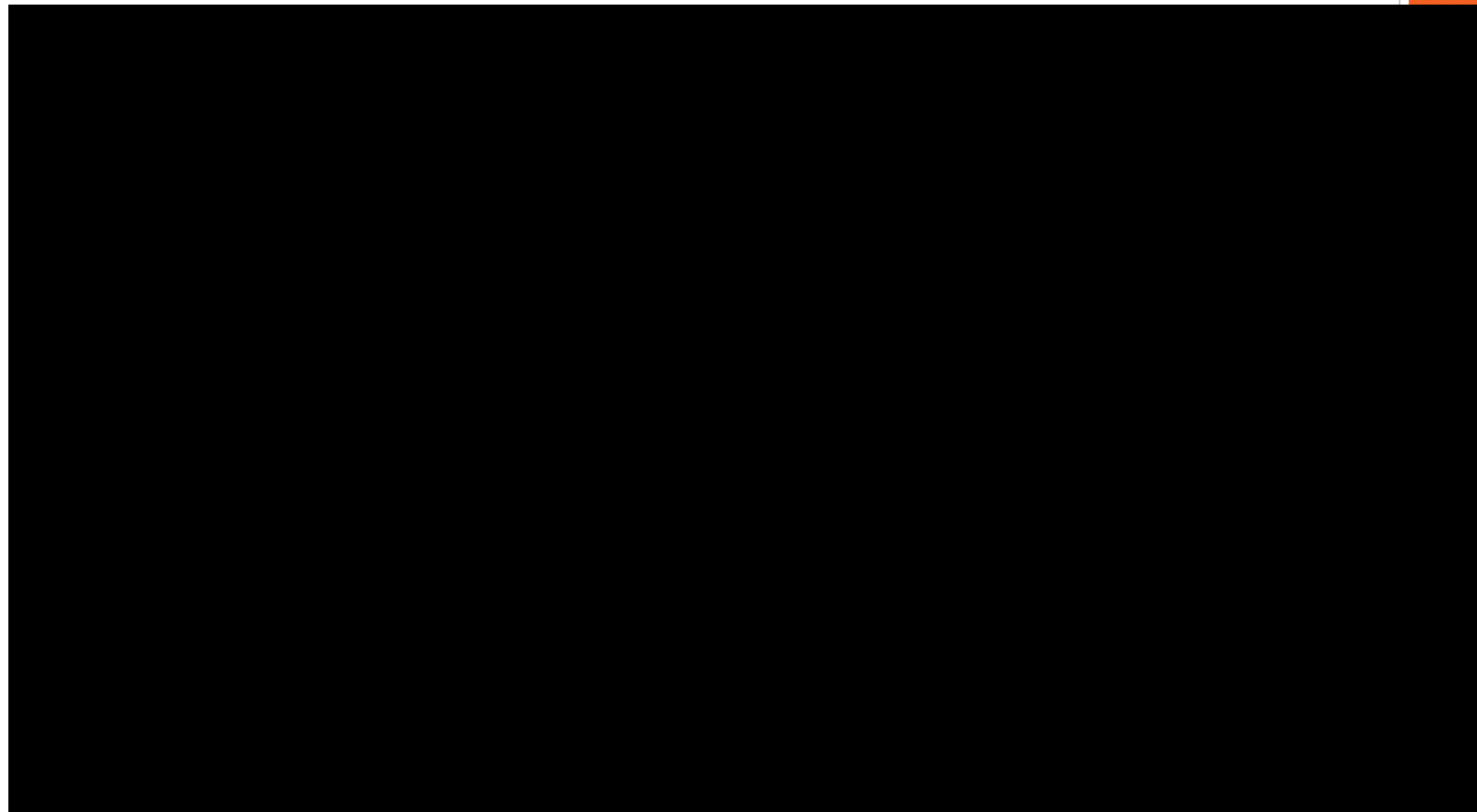
4. CE sub-reports in Resource Centre

- Finance Report (Monthly)
- Risk Report (Monthly)










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

Monthly operating performance

 Operating performance trend					
\$ million					
	Notes	FY 24 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	34.5	37.2	2.7	93.3
Direct revenue	B	30.8	26.8	4.0	95.3
Fees and user charges		18.7	16.1	2.6	56.9
Operating grants and subsidies		4.5	3.8	0.7	25.6
Other direct revenue		7.6	6.9	0.7	12.8
Direct expenditure	C	65.3	64.0	(1.3)	188.6
Employee benefits		30.0	28.3	(1.7)	80.8
Grants, contributions and sponsorship		3.0	2.2	(0.8)	7.8
Other direct expenditure	D	32.3	33.5	1.2	100.0
Other key operating lines					
Vested assets		0.9		0.9	
Depreciation and amortisation		18.0	18.6	0.5	55.7
Finance & Interest		(0.4)		0.4	
Capital Grants to TAU+ Partners		1.0		(1.0)	
Capital investment trend					
Capital expenditure (incl. AFS)	E	17.0	22.6	5.6	67.2
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 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 strong visitation at the Zoo and Maritime Museum and better than expected event revenues.

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.