

# Board Meeting Agenda



**8.00 a.m. Wednesday 30 October 2024**

Waihorotiu Room, Level 4 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 27 August 2024 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	Auckland Council CCO Reform Update, Max Hardy	To Discuss	T & C	8.45 a.m.	45 mins
5	CE Confidential Update, Nick Hill	To Note	T & C	9.30 a.m.	30 mins
BREAK				10.00 a.m.	15 mins
6	Visitor Levy / Bed Tax <sup>1</sup> , Nick Hill	To Note	C	10.15 a.m.	45 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
7	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
8	Public Minutes 27 August 2024, Vicki Salmon	To Approve	T & C		
STATEMENT OF INTENT PERFORMANCE					
9	Statement of Intent Performance for Year Ended 30 June 2024, Nick Hill  Public Submissions: <div><div>1.</div>Asian Community Engagement Trust – Andy Ding and Sylvia Yang</div> <div><div>2.</div>North Shore Grey Power – Bill Rayner</div>	To Note	T & C	11.05 a.m.	40 mins
CE REPORT AND PERFORMANCE REPORTS					
10	CE Report, Nick Hill <div><div>1.</div>Financial Performance Report</div> <div><div>2.</div>Current Operational Risks (RC)</div> <div><div>3.</div>CRM Board Update (RC)</div> <div><div>4.</div>Capital Programme Update (RC)</div>	To Note	T & C	11.45 a.m.	20 mins

<sup>1</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

# Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.05 p.m.	30 mins
APPROVAL PAPERS AND BOARD COMMITTEE UPDATES					
11	Board Committee Updates: <ul style="list-style-type: none"><li>Capital Projects Committee, Alastair Carruthers (15 October 2024)</li></ul>	To Discuss	T	12.35 p.m.	1 hour 10 mins
12	Capital Programme – The Civic Seating Renewal Business Case <sup>2</sup> , Justine White	To Approve	T		
13	Auckland Art Gallery Toi o Tāmaki <sup>2</sup> : 1. Exhibition Business Case 1 2. Exhibition Business Case 2	To Approve	T		
COMMITTEE RECOMMENDED, COMPLIANCE, AND NOTING PAPERS					
14	Q1 Performance Report <sup>3</sup> , Nick Hill and Justine White	To Approve	T & C	1.45 p.m.	30 mins
15	Health and Safety Report <sup>4</sup> , Lynn Johnson and Priyanka Victor	To Note	T & C		
ANY OTHER BUSINESS					
16	Any Other Business <sup>3</sup> , Vicki Salmon 1. Auckland Council Note Programme Enquiry Letters, Justine White	To Discuss	T & C	2.15 p.m.	15 mins
	Close of Meeting			2.30 p.m.	

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

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

<sup>4</sup> 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"> <li>Coopers Creek Vineyard Ltd (Director and Shareholder)</li> <li>Salmon and Partners Ltd (Director and Shareholder)</li> <li>Remuera Golf Club (President)</li> <li>Greenhills Forest GP Limited (Shareholder)</li> </ul>		<ul style="list-style-type: none"> <li>Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.</li> </ul>
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> <li>Perpetual Guardian Holdings Limited (Director)</li> <li>Perpetual Trust Limited (Director)</li> <li>Generate Global (Director and Shareholder)</li> </ul>	<ul style="list-style-type: none"> <li>Active – Auckland Sports &amp; Recreation (CEO)</li> </ul>	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> <li>Homeland NZ Enterprises Ltd (Director and Shareholder)</li> <li>Homeland NZ Trading Ltd (Director and Shareholder)</li> <li>Carruthers Consulting Ltd (Director and Shareholder)</li> <li>Television New Zealand Ltd (Chair)</li> <li>Cornwall Park Trust Board (Trustee)</li> <li>Ringa Hora Services – Workforce Development Council (Director)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Teaching Council New Zealand (Governing Council Member)</li> <li>Hong Consulting Limited (Director and Shareholder)</li> <li>CYWE Trustee Limited (Director and Shareholder)</li> <li>Eastland Property Services Limited (Shareholder)</li> <li>Auckland International Airport Limited (Shareholder)</li> <li>Spark New Zealand Limited (Shareholder)</li> <li>Comvita Limited (Shareholder)</li> <li>SkyCity Entertainment Group Limited (Shareholder)</li> <li>Microgem International Plc (Shareholder)</li> <li>The Asia New Zealand Foundation Te Whītau Tūhono (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals</li> <li>Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.</li> </ul>
Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> <li>Tamaki Makaurau Matariki Festival Trust (trading as Matariki Cultural Foundation) (Trustee)</li> <li>Matariki Global Holdings Limited (Director)</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network</li> </ul>	

		<ul style="list-style-type: none"> <li>• Taamaki Records Limited (Director)</li> <li>• Otamatea Pioneer &amp; Kauri Museum Board (Chair)</li> <li>• Ringa Hora Services – Workforce Development Council (Director)</li> <li>• Harbouvview Properties Limited (Shareholder)</li> </ul>		
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> <li>• Rainger &amp; Rolfe (Director)</li> <li>• Thomas Joint Trustee Limited – (Director and Shareholder)</li> <li>• Pakiri Joint Trustee Limited (Shareholder)</li> <li>• Barbara Andrew Family Trust (Trustee)</li> <li>• Thomas Family Trust (Trustee)</li> <li>• Thomas Number 2 Family Trust (Trustee)</li> </ul>	<ul style="list-style-type: none"> <li>• New Zealand Marketing Association (Member)</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to Jen Rolfe's appointment to the Tātaki Auckland Unlimited (formerly RFA) Board, Rainger &amp; Rolfe provided some marketing services to RFA.</li> </ul>
Graeme Stephens		<ul style="list-style-type: none"> <li>• New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings)</li> <li>• Kamari Consulting Limited (Director and Shareholder)</li> <li>• Marama Hua Trustee Limited (Director)</li> <li>• Rakaunui Property Limited (Director)</li> <li>• Rakaunui Property Holdings Limited (Director)</li> <li>• SkyCity Entertainment Group (Shareholder)</li> </ul>		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> <li>• New Zealand Māori Tourism Society (Deputy Chair)</li> <li>• Korowai Hikuroa Consulting Limited (Director and Shareholder)</li> <li>• Ringa Hora Services – Workforce Development Council (Director)</li> <li>• Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder)</li> <li>• Ngati Ruanui Tahua Limited (Shareholder)</li> <li>• Ngati Ruanui Fishing Limited (Shareholder)</li> <li>• Te Topuni Ngarahu General Partner Limited (Shareholder)</li> <li>• Māori Creative Foundation (Trustee)</li> <li>• Meremere Marae Charitable Trust (Trustee)</li> <li>• Hikuroa Whanaungatanga Charitable Trust (Trustee)</li> <li>• Nga Whaotapu o Tamaki Makaurau Trust - Trustee</li> <li>• Stanmore Bay Primary School (Chair)</li> <li>• Massey University Executive Education (Advisory Board Member)</li> <li>• University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)</li> </ul>		

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

## 12-Month Work Programme

October 2024

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jan-25</b>	<ul style="list-style-type: none"> <li>Letter of Expectation</li> <li>Financial reporting for the ½ Year ended 31 December 2024</li> <li>Q2 Risk Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: National Visitor Levy</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration Committee – TBC</li> <li>Risk and Finance Committee – 23 Jan (½Y Accounts)</li> <li>Board Meeting – 29 Jan (½Y Acts)</li> </ul>
<b>Feb-25</b>	<ul style="list-style-type: none"> <li>Q2 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Session – 19 Feb</li> <li>Workshop: New Zealand Maritime Museum Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 13 Feb</li> <li>Capital Projects Committee – 19 Feb</li> <li>Board Meeting – 4 March</li> </ul>
<b>Mar-25</b>	<ul style="list-style-type: none"> <li>2025 – 27 Statement of Intent Amendments</li> <li>Draft 2025 -2028 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 19 March</li> <li>Board Meeting – 26 March</li> </ul>
<b>Apr-25</b>	<ul style="list-style-type: none"> <li>Q3 Risk Report to Council</li> <li>Q3 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Board Evaluation (biennial – next due: 2026)</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: Auckland Art Gallery Toi o Tāmaki Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 16 April</li> <li>Board Meeting – 30 April</li> </ul>
<b>May-25</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Annual insurance renewal</li> <li>Auditor engagement and fees</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 14 May</li> <li>Māori Engagement Committee – 15 May</li> <li>Board Meeting – 27 May</li> </ul>
<b>Jun-25</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Capital Projects Committee – 24 June</li> <li>Board Meeting – 2 July (Public Board Meeting)</li> </ul>



# BOARD MEETING

**HELD ON:** Tuesday 27 August 2024 at 8.00 a.m.

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

**PRESENT:**

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Jen Rolfe	
Graeme Stephens (Teams) – left the meeting at 10.20 a.m.	
Hinurewa Te Hau	
Dan Walker	
Desley Simpson	Deputy Mayor and Lead Councillor

**APOLOGIES:** None

**ATTENDED:**

Executive Team	Nick Hill Chief Executive, Kevin Buley Director Auckland Zoo, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Pam Ford Director Economic Development, 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, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White Chief Operating Officer
James Robinson	Head of Strategy and Planning
Sarah Johnstone-Smith	CCO Governance Auckland Council
John Lavery	Head of Economic Transformation
Richard Jarrett	Director Group Shared Services Auckland Council
Neil McGowan	Group Manager Tech Services Auckland Council
Simon Burson	Chief Information Security Officer Auckland Council
Malcolm Lawry	GM Commercial Business Development
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 confidential meeting and a karakia was recited.

There were no apologies.

## 2. 31 JULY 2024 CONFIDENTIAL MINUTES AND ACTION TRACKER

Subject to several minor amendments (updated technical/financial wording Item 3 and Item 8 inserted and amended final bullet point Item 18) to the 31 July 2024 confidential minutes, the Board:

1. **Approved** the 31 July 2024 confidential minutes as an accurate record of the meeting; and
2. **Noted** the Action Tracker.

## 3. BOARD AGENDA DISCUSSION

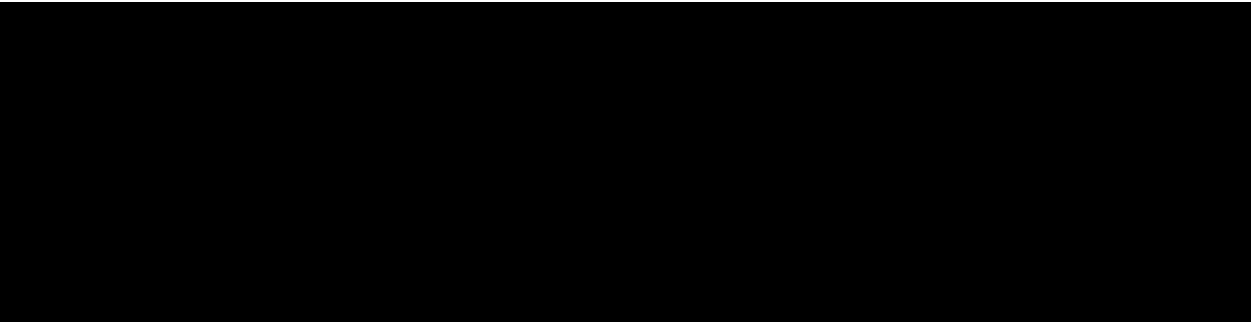
The Board discussed the agenda for the meeting.

- Management updated the Board on the Western Springs Stadium (**WSS**) EOI process. The Mayor's office has been briefed and – subject to legal advice that is being sought – it is likely that any decision to approve one of the proposals would be a decision that needs to be made

by the Governing Body. However, the process has a long way to go before any refined final proposals are confirmed.

#### Major Events

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



*Graeme Stephens left the meeting at 10.20 a.m. Deputy Mayor Simpson, Sarah Johnstone-Smith and Shelley Watson joined the meeting*

#### *'Your Happy Guide to Auckland' Campaign*

- Management noted that initial research on the *Your Happy Guide to Auckland* marketing campaign has been received and it is encouraging. The campaign – which was aimed at improving sentiment towards Auckland – has moved the dial in a positive way. From a marketing perspective, the response for this type of campaign is significant. Management confirmed that no DPP investment was used for the campaign.
- The Board noted that, as well as emphasising that the campaign is not a traditional marketing campaign directly targeting 'bed nights', Management also needs to articulate the key benefits of improving sentiment towards Auckland – the positive correlation between sentiment towards a city and economic performance, and the role that perception plays in tourism receipts, FDI inflows and talent attraction – when discussing the campaign.
- The Board thanked Management for the update and requested that once complete, a summary of the research is prepared and circulated to the Board, the Mayor and the Governing Body, as well as key stakeholders. (**ACTION POINT**)

The Board **noted** the update.

## 5. ANNUAL REPORTS

Justine White spoke to the paper.

- The Board acknowledged the hard work of the Chief Operating Officer and the Finance team on TAU's Annual Reports.
- The Chair of the Risk Committee updated the Board on the preparation and audit work on the Annual Reports and noted that Audit NZ provided written clearance of the TAUL and TAUT Annual Reports on Monday 26 August 2024.

The Board:

1. **Noted** the report.
2. **Received** the update from the Chair of the Risk and Finance Committee on the Committee's review of the preparation and audit work on the Annual Reports of Tātake Auckland Unlimited Trust and Tātake Auckland Unlimited Limited.
3. **Noted** the Tātake Auckland Unlimited Trust and Tātake Auckland Unlimited Limited letters addressed to Paul Connell, Chair of the Auckland Council Audit and Risk Committee.
4. **Approved** the signing of the Letters of Representation to Audit NZ on behalf of the Board for Tātake Auckland Unlimited Trust and Tātake Auckland Unlimited Limited by the Chair and CEO.

5. **Approved** and **adopted** the Financial Statements of Tātaki Auckland Unlimited Trust and **delegated** authority to the Chair and CEO to sign the Tātaki Auckland Unlimited Trust Annual Report subject to any minor amendments arising from the meeting.
6. **Approved** and **adopted** the Financial Statements of Tātaki Auckland Unlimited Limited and **delegated** authority to the Chair and CEO to sign the Tātaki Auckland Unlimited Limited Annual Report subject to any minor amendments arising from the meeting

*The Chair closed the confidential meeting and opened the public meeting. The Executive Team joined the meeting.*

## 6. REGISTER OF DIRECTORS' INTERESTS AND ROLLING 12-MONTH BOARD WORK PROGRAMME

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

## 7. PUBLIC MINUTES 31 JULY 2024

Subject to the amendments to the confidential minutes discussed at Item 2, the Board **approved** the 31 July 2024 open minutes as an accurate record of the meeting.

## 8. CE REPORT

Nick Hill spoke to the paper.

### *General*

- The Board noted that TAU has had a good year and has achieved most of its targets. Key risks have reduced over the last year and the organisation has achieved the cost savings targets that were set at the start of the year. TAU continues to work with the council on a number of strategic initiatives such as the integration of cultural organisations, the single operator stadiums Auckland project, and supporting the North Harbour Stadium (**NHS**) Steering Group.
- The Deputy Mayor commended TAU for achieving its savings targets, completing its restructure, and achieving its KPIs. TAU can be proud of its achievements this year and needs to continue to work hard and make the positive case for the benefits of its activities and services. The Board requested that the videos on the recent World Choir Games be shared with the Board. (**ACTION POINT**)
- The Board and Management discussed the upcoming Auckland Investment Forum. TAU is the developer and promoter of the event which is a summit to bring significant 'regional-level' investors together and presenting them with investable packages to consider. The first event – which already has a high calibre of confirmed presenters and attendees – will be a 'pilot event' based on a similar annual event in Los Angeles. The Los Angeles event has been running for several years and has successfully created significant new investment in that city.

The Board **noted** the CE Report.

*John Lavery joined the meeting.*

## 9. ECONOMIC INSIGHTS – AUCKLAND ECONOMIC MONITOR AND STATE OF THE CITY REPORT

Pam Ford and John Lavery spoke to the paper.

- Management noted that the recent release of the Auckland Economic Monitor and the State of the City Report had been met with a high level of interest and media coverage. With a lot of discourse around the state of the national and local Auckland economy, it is important to take a detailed look at the objective data to inform the discussion.
- Management noted that the Auckland Economic Monitor tracks Auckland's economy through the COVID era and post-COVID era. The report provides useful information for investors, academics, commentators and policymakers and is extensively used by MFAT. The State of the



City report complements the Auckland Economic Monitor by taking an outside perspective and comparing Auckland to nine comparable peer cities in 10 key areas.

- Management noted that the clear finding of the State of the City report is that while Auckland excels in some areas such as place and resilience, it continues to underperform in others such as connectivity and innovation. Peer cities are outperforming Auckland in attracting talent, and international perceptions of Auckland have decreased.
- The Board queried why Auckland has declined in four out of the 10 State of the City report metrics. Management noted that some areas – such as prosperity – are governed by significant macro-economic issues and are therefore difficult to directly control. However, other metrics such as innovation and connectivity can be influenced by public policy. TAU's aim is to research and present objective evidence and data that the private sector and policymakers can then use to make better-informed decisions.

*John Lavery left the meeting and Richard Jarrett, Neil McGowan, and Simon Burson joined the meeting.*

## 10. GROUP SHARED SERVICES UPDATE

Richard Jarrett and Neil McGowan spoke to the paper.

- Richard Jarrett noted that a new management construct for Group Shared Services (**GSS**) was established on 22 June 2024 to provide shared internal support services across the Council Group. GSS is governed by a GSS Board comprising of an independent chair and the five Chief Executives from Auckland Council and the substantive CCOs with a Terms of Reference to ensure decisions do not impact CCO director obligations, and that service quality is maintained or improved from service integration. Richard Jarrett and Neil McGowan highlighted some key achievements of GSS and the progress made to date.
- The Board commended GSS for the progress made and on entering the new SAP agreement.  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
S7(2)(f)(i),(h),(i) LGOIMA 1987
- The Board noted the proposed service levels within the paper and thanked GSS for listening to the Board's concerns relating to having a service level agreement for ICT infrastructure services. The GSS governance structure supports CCOs and allows TAU and the other CCOs to take an active part in the GSS programme.
- Simon Burson and the Board discussed TAU's cybersecurity services and the recent KPMG cybersecurity penetration test (**Pen Test**). [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
S7(2)(f)(i) LGOIMA 1987
- The Board noted that for future GSS updates it would be good to have more information in the 'Māori Outcomes', 'Sustainability' and 'Marketing and Comms' headings in the Board paper.

The Board:

1. **Noted** the establishment of Group Shared Services as a key priority within the Long-term Plan 2024-2034 to provide shared internal support services across the Auckland Council group.
2. **Noted** key progress and improvements around core enterprise systems that will enable better delivery of shared services across the group.

3. **Noted** the continued progress on the KPMG cybersecurity penetration testing remediation to date.
4. **Noted** the Auckland Council Technology Services SLAs in place for shared services.
5. **Noted** the intention to uplift cybersecurity reporting and shift towards more consistent group reporting to collectively manage and mitigate risks.

*Richard Jarrett, Neil McGowan, Simon Burson, Nick Hill, Justine White and Tim Kingsley-Smith left the meeting. Lynn Johnson joined the meeting.*

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

## 11. REMUNERATION COMMITTEE UPDATE

Lynn Johnson spoke to the paper.



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

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

## 12. BOARD COMMITTEE UPDATES

The Chair of the Māori Engagement Committee updated the Board on the recent committee meeting. The Zoo provided the committee with an update on the integration of existing knowledge and te ao Māori into the Zoo's practices. The Zoo is working on some exciting projects that will come to the Board shortly. The Committee discussed the recently approved council Māori Outcomes funding for innovation hubs and endorsed the Māori engagement plan.

The Board **noted** the update.

## 13. MOTAT BOARD DIRECTOR APPOINTMENTS

Vincent Lipanovich spoke to the paper.

- Management noted that each year TAU runs a process for MOTAT board director appointments and then makes recommendations to council. This year, there are three director positions that TAU needs to make recommendations to council for. All three incumbent MOTAT directors have indicated that they wish to continue in their roles.
- Management noted that the council political working group on integrating cultural organisations plans to recommend to the Governing Body that a TAU Director takes up one of the vacant MOTAT director roles to aid the integration process.

The Board:

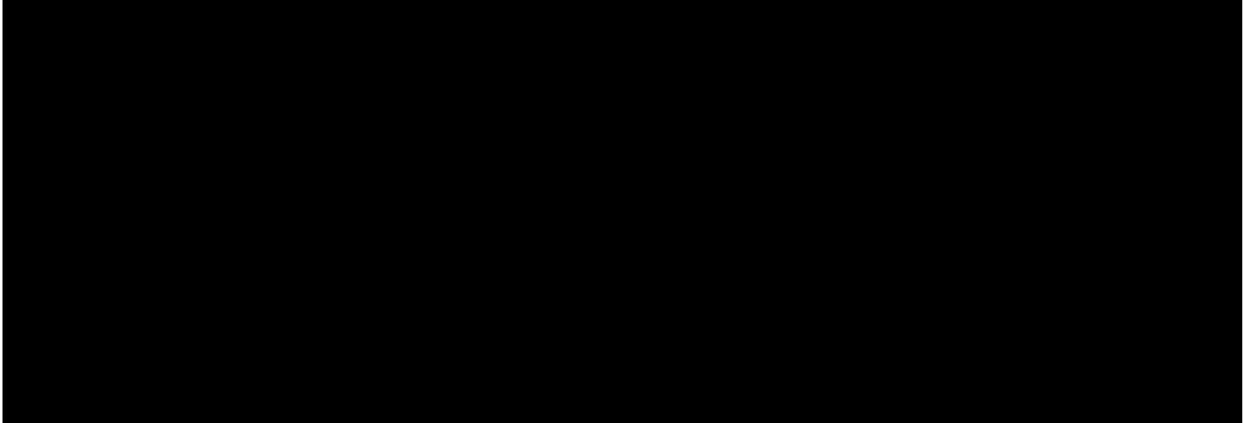
1. **Approved** a TAU Board member be appointed to the MOTAT Board to replace one of the council appointees up for reappointment.
2. **Approved** the formation of board sub-group made up of the TAU Chair, Deputy Chair and Chief Executive to interview the three MOTAT Board Members seeking reappointment; and
3. **Delegated** authority to the sub-group to select two candidates to recommend to council for reappointment to the MOTAT Board and one TAU Board member for appointment to the MOTAT Board.

*Malcolm Lawry joined the meeting.*

#### 14. SALE OF AUCKLAND FILM STUDIOS

Malcolm Lawry spoke to the paper.

- Management updated the Board on the sale of Auckland Film Studios (AFS) [REDACTED]  
[REDACTED]

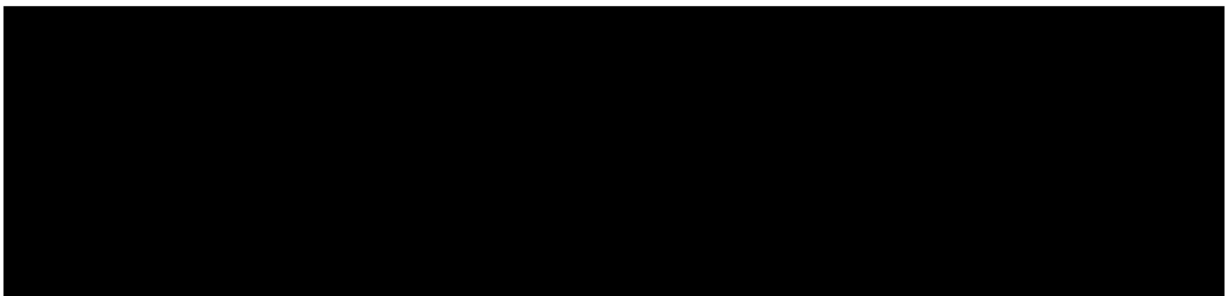


#### 15. AUCKLAND STADIUMS

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Nick Hill spoke to the paper.

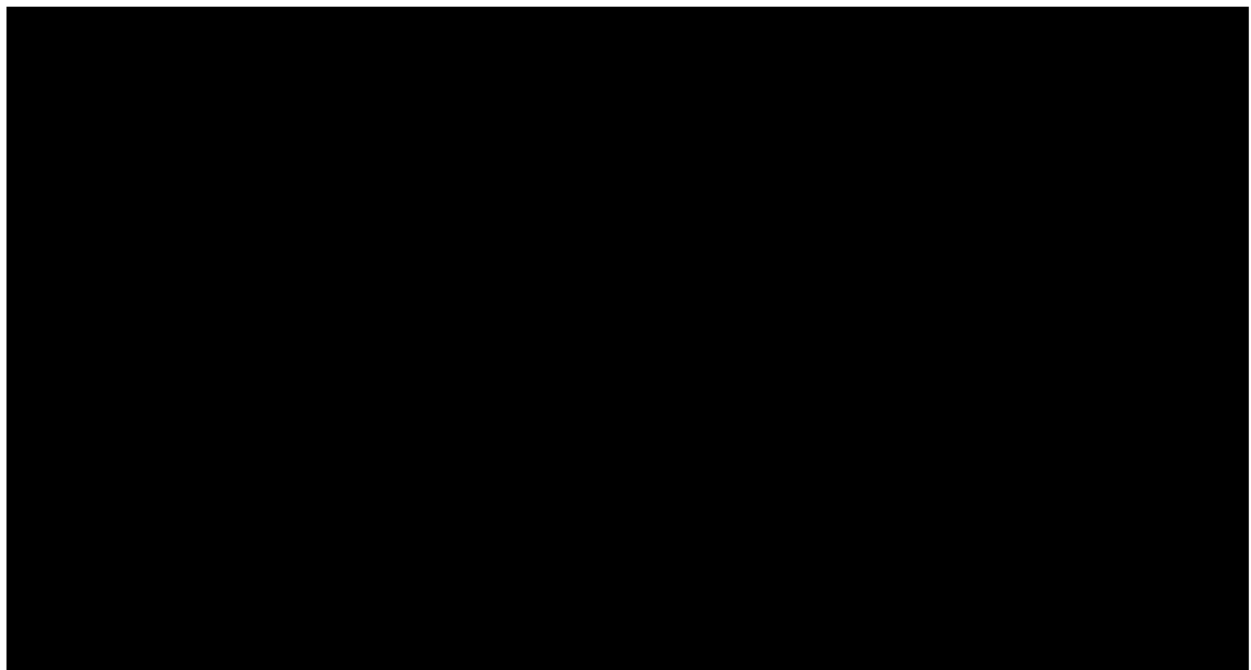
*Western Springs Stadium EOI*



The Board **noted** the update.

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

*Waikaraka Park*



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

Nick Hill left the meeting at 2.42 p.m.

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

North Harbour Stadium

- Management updated the Board on its work with the NHS Steering Group. The Steering Group is due to provide an update to the Governing Body tomorrow while NHS and its Domains are currently seeing a high number of events.
- The Board noted that while the NHS Steering Group process progresses, TAU will continue to operate and manage North Harbour Stadium to the best of its ability and accordance with the Long-term Plan and Statement of Intent. TAU is open to the process of exploring better ways to operate the stadium and objectively evaluating the future options for NHS.

The Board **noted** the update.

## 16. CAPITAL PROGRAMME BUSINESS CASES

Justine White spoke to the paper.

The Board:

1. **Approved** the 'GMS West Stand Toilet Renewal' Business Case with a total CAPEX investment of up to [REDACTED]. S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Approved** the 'GMS Paving & infrastructure Renewal' Business Case with a total CAPEX investment of up to [REDACTED]; and S7(2)(f)(i),(h),(i) LGOIMA 1987
3. **Delegated** the authority to Nick Hill, Chief Executive to enter into the required contracts, within the approved CAPEX budgets, as required to deliver the above business cases.

## 17. Q4 PERFORMANCE REPORT

Justine White spoke to the paper.

- The Board congratulated Vincent Lipanovich on his appointment as the Vice President of the International Congress of Maritime Museums and requested some minor amendments to the Q4 Performance Report.

The Board:

1. **Approved** the Quarter 4 Performance Report for the period ending 30 June 2024 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive to make minor changes prior to submission as required.

## 18. HEALTH AND SAFETY REPORT

The Board **noted** the update.

The Meeting ended at 2.59 p.m. The next meeting is scheduled for 30 October 2024.

Chair \_\_\_\_\_

Date \_\_\_\_\_





# Tātaki Auckland Unlimited

*Enriching cultural and economic life in Tāmaki Makaurau Auckland*

A Summary of Annual Results for FY 2023/24



Tātaki  
Auckland  
Unlimited



# Tātaki Auckland Unlimited Trust Results



**2.09m**

ticketed attendees at  
TAUT venues and events



**360**

events delivered by Auckland  
Conventions, Venues and Events  
across 11 venues



**847,000+**

record visitation at  
Auckland Zoo



**30,600**

total attendance at  
Auckland Live Summer in  
the Square



**77,158**

visits over 148 days to  
*Guo Pei: Fashion, Art, Fantasy*  
at Auckland Art Gallery



**76%**

of Aucklanders agree that  
TAUT programmes, events and  
exhibitions enrich their lives



**49**

Net promoter score  
across all venues<sup>1</sup>



**80+**

Matariki events offered  
across TAUT venues



***Always  
Song in the water***

exhibition at  
NZ Maritime Museum



**8**

consecutive sellout home  
games for One NZ Warriors at  
Go Media Stadium at Mt Smart



**Palm Oil  
Scan app**

released by Auckland Zoo  
in New Zealand



**55%**

of operating expenses funded  
through non-rates revenue

# Tātaki Auckland Unlimited Ltd Results



**\$142m+**

GDP contribution from Major and Business Events TAUL supported



**340,000**

spectators across nine FIFA Women's World Cup 2023™ matches at Eden Park



**1800**

Iconic Auckland Eats nominations received



**60,000**

attendees at BNZ Auckland Diwali Festival



**135 Māori businesses**

supported through TAUL programmes and interventions



**140+**

businesses from the visitor economy joined the Destination Partnership Programme



**6000**

delegates visited during the Amway China Leadership Seminar



**125**

companies in the GridAKL Innovation Network



**\$351m+**

attributable value of private sector investment secured



**629**

Film permits issued for Auckland's screen industry



**He Kete Mātauranga**

knowledge hub launched through Climate Connect Aotearoa



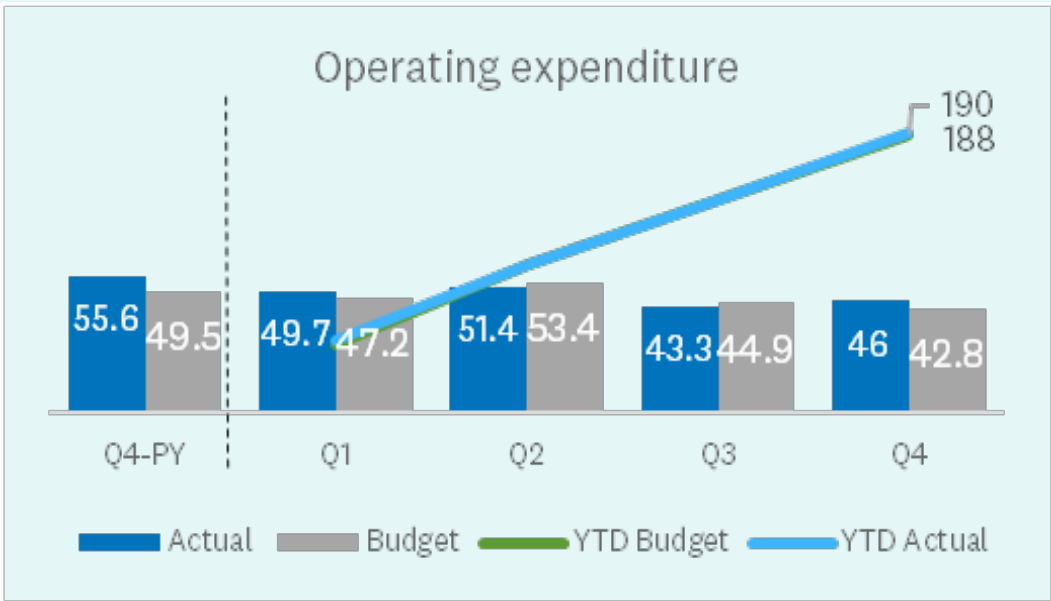
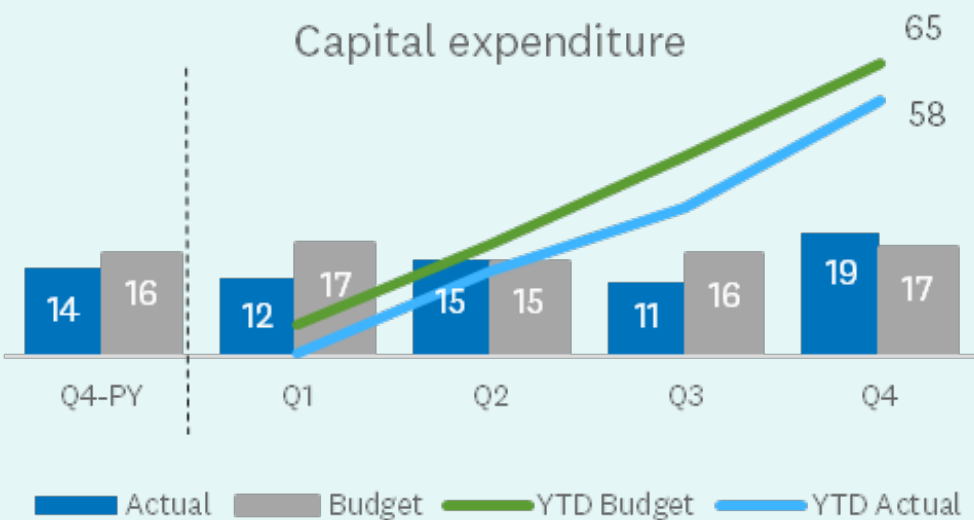
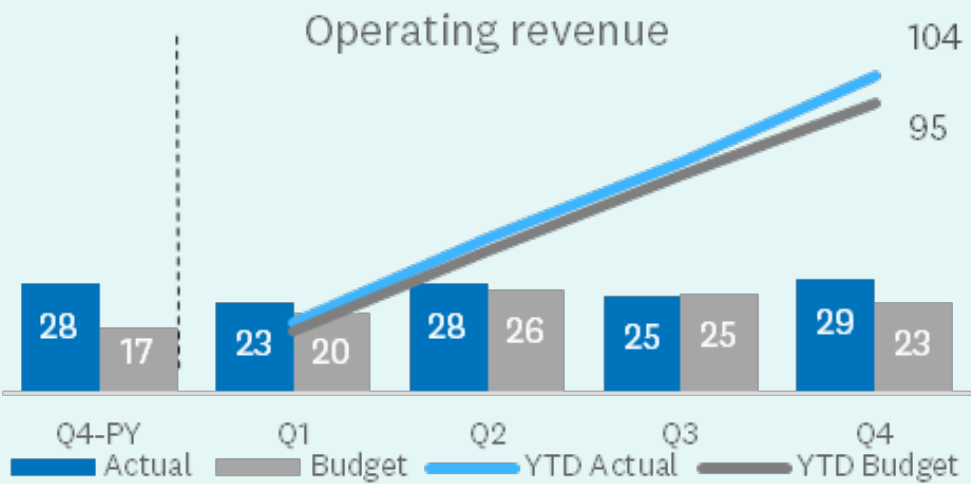
**500+**

lanterns at BNZ Auckland Lantern Festival



# Tātaki Auckland Unlimited 2023-24 Financial Performance

- Revenue** was above budget due to strong visitation at Auckland Zoo and New Zealand Maritime Museum, and better than expected event revenues during the year plus unbudgeted Auckland Film Studio margin during the year.
- Costs** were slightly above budget due to the staff change (reduction of 206 FTE) implementation and additional casual staff needed for revenue-generating events, partially offset by the careful management of other expenditure. Some of the net underspend related to timing of projects is to be deferred into the new year.
- Capital programmes** have had timing impacts during the year due to unanticipated delays. There are two specific projects where planned spend for the current year was not completed before year end, however these are committed projects that are already underway. Therefore, the unspent 2023/24 year planned expenditure has been deferred into the 2024/25 year, with no change to project costs overall.



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# Tātaki Auckland Unlimited

## KPI Performance Summary

### Across 13 KPIs

- 10 have been met
- 2 have not been met, but improvements have been achieved over last year
- 1 has not been met (newly introduced target)

### Highlights

- 2.09m ticketed attendance across venues
- 49 Net Promoter Score (NPS)
- \$351.9m attributable investment attracted
- \$142.8m contribution to regional GDP from major and business event portfolio – highest result ever
- 87 programmes contributing to the visibility and presence of Māori

### KPIs not met:

- 14.6% reduction in Category 1 and 2 greenhouse gas emissions (target 17% reduction) – significant improvement from 2022/23 (16.6% increase).
- 55% opex funded through non-rates revenue (target 59%) – significant improvement from 2022/23 (51%).
- 137,546 school children participating in educational experiences (target 163,000). New measure, impacted in part by increasing transport costs for schools.



Key performance indicators	Previous Year (2022/23)	FY Actual (2023/24)	FY Target (2023/24)	Status
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events	2.08m	2.09m	2.08m	Achieved
The number of children participating in educational experiences through TAU venues and facilities	New	137,546	163,000	Not Achieved
Percentage of Auckland residents surveyed who consider that Auckland Unlimited Trust's programmes, events and exhibitions enrich their lives	76%	76%	70%	Achieved
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau	88	87	40	Achieved
Percentage of customer complaints resolved within 10 working days	86%	93%	80%	Achieved
The net promoter score for TAU's audiences and participants	45	49	40	Achieved
Percentage change in greenhouse gas emissions against 2018/19 baseline	+16.6%	-14.6%	-17%	Not Achieved – improvement made
The percentage of operating expenses funded through non-rates revenues	51%	55%	59%	Not Achieved – improvement made
Percentage of milestones completed as per TAU Board agreed capital programme.	New	84%	80%	Achieved
Percentage of critical TAU assets in acceptable condition.	New	Benchmark set (95%)	Benchmark	Achieved
Attributable value of private sector investment secured over the year	\$325m	\$351.9m	\$100m	Achieved
The contribution to regional GDP from major events and business events attracted or supported	\$74.2m	\$142.8m	\$71m	Achieved
Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention	101	135	50	Achieved



# Tātaki Auckland Unlimited Annual Reports

The final Tātaki Auckland Unlimited Trust and the final Tātaki Auckland Unlimited Limited Annual Reports for the period ending 30 June 2024 have been published and are available on the Tātaki Auckland Unlimited website here: <https://aucklandunlimited.com/au-l-annual-reports>





# Ngā mihi

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Tātaki  
Auckland  
Unlimited



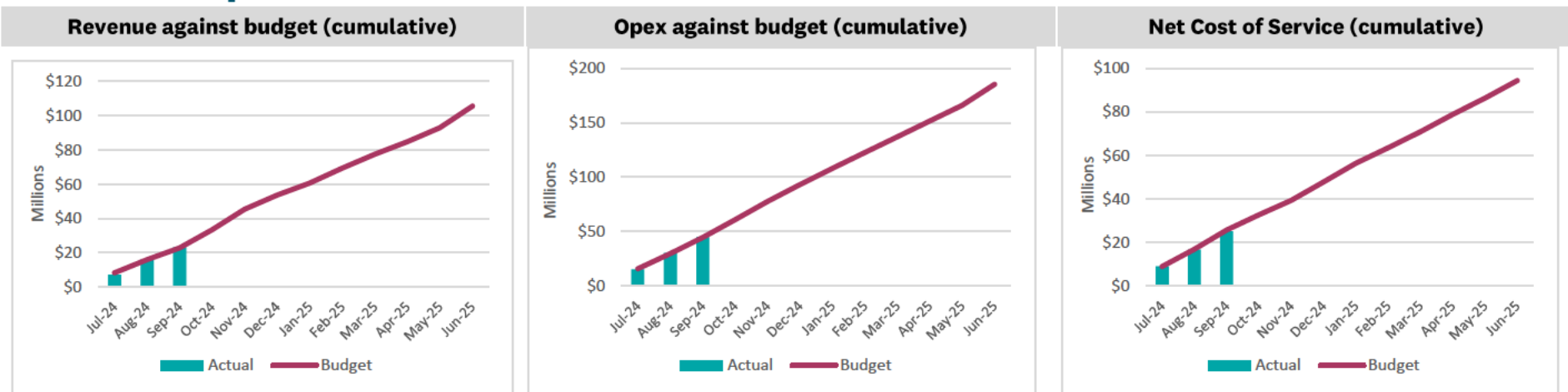
# Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 30 October 2024

## 1. Introduction

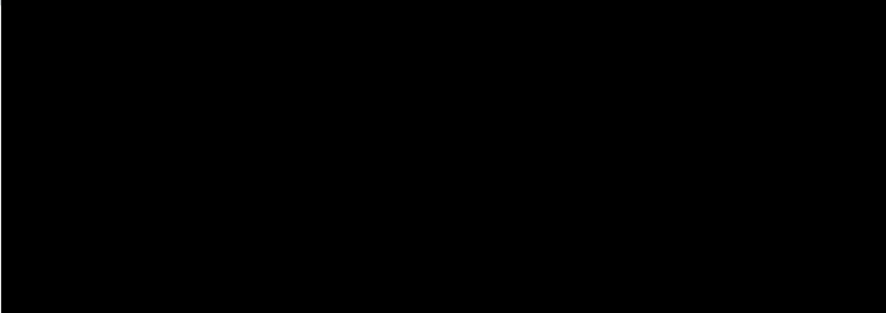



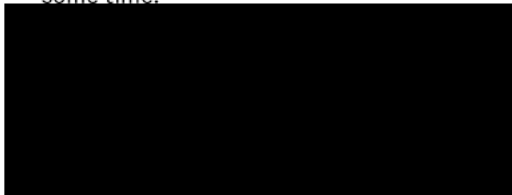

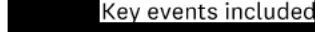

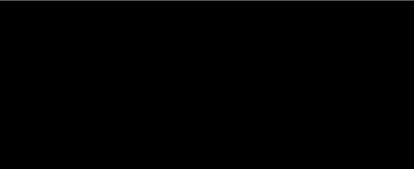
- Emirates Team New Zealand's successful defence of the America's Cup in Barcelona represents an incredible achievement of sporting excellence, leadership and innovation and the use of technology. TAU is exploring possible proposal for the next defence to be in Auckland.
- The Auckland Black Knights football franchise kicked off their inaugural game with a win at a sold out Go Media Stadium
- We have received first tranche of council analysis/advice in relation to the CCO reform work. The advice describes the rationale for the CCO model (i.e. what were the expected benefits of the model) and assesses the performance of the system against that rationale (i.e. have the expected benefits been realised) and the problem statement contained in the Mayor and Councillor's Direction Document. We have provided feedback and expect to receive further advice relating to specific options in the coming week.
- TAU company and trust annual reports were released on 30 September, with both reports highlighting the strong performance from the previous financial year from both a financial and non-financial performance perspective.
- The Auckland Council Governing Body has deferred making a decision to transfer \$11m from TAU's capital programme to the Maungakeikei Tāmaki Local Board for upgrade works at Waikaraka Park to support the consolidation of speedway.

## 2. Finance update



### 3. Strategic Plan implementation

#### Experiences and events

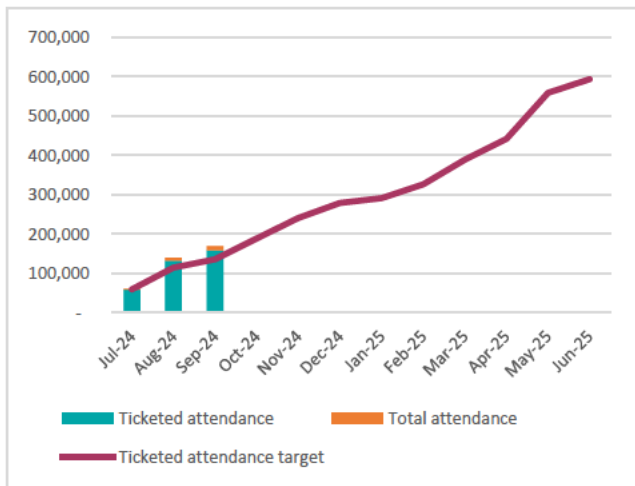
Performing Arts	Major Events	Auckland Conventions & Business Events
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> <li>  </li> <li>Auckland Live's Spring programming offer for Aotea Square showcased a return of the popular <b>Dance-O-Mat</b> activation, supported by the rainbow hued light installation <b>Full Spectrum</b> by Art Studio Vesica. The Dance O Mat Programme included free dance workshops engaging with and showcasing a diverse range of genres including Siva Samoa, Bollywood and Hop Hop.</li> <li>To celebrate this year's <b>Te Wiki o te reo Māori</b>, the <b>Auckland Live Digital Stage</b> was programmed each day with content celebrating Māori musicians and artists. This included content provided following the development of a new relationship with <b>APRA AMCOS</b> and their <b>Waiata Anthems</b> team, <b>Notable Productions</b>.</li> <li><b>Auckland Live/PAC Australia 2024</b> Presenter Training Programme wrapped this month completing an 8 month long programme for nine performing arts professionals from across NZ. The programme is designed to engage emerging presenters with training in the fundamentals and principles of 'being a presenter'.</li> <li><b>NZ Opera</b> returned for its second 2024 main stage season in the Kiri Te Kanawa Theatre for the opera, <b>Verdi's Rigoletto</b>. Three performances were presented with  with Saturday night selling out.</li> <li>Another key highlight for September 2024 included <b>An evening with David Williams</b>, Kiri Te Kanawa Theatre, 5452 tickets sold over four performances</li> <li><b>NZ Chocolate and Coffee Festival 2024</b>, was held for the first time at the Viaduct Events Centre selling . The event producer was thrilled with the result, and great feedback was received from a number of stallholders.</li> <li><b>Encanto Reo Māori</b>, private showing in The Civic Theatre, for  attendees. <i>Encanto Reo Māori</i> is the Māori language version of the Disney film <i>Encanto</i> and is produced in Aotearoa by Matewa Media.</li> </ul>	<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> <li><b>BNZ Diwali Festival</b> is scheduled for 19/20 October with more than 65,000 attendees expected. A new addition will be a light show on Auckland Town Hall with iconic images of India including the Taj Mahal.</li> <li><b>Gay Games 2030</b> presentation is scheduled to take place in Washington DC 25 28 October. If successful, the event is expected to generate 106,000 bed nights and a \$21m GDP contribution. The bid has also received commitment from New Zealand Major Events to invest \$5m</li> <li><b>Haka Stand as a Nation</b> set a new Guinness World Record for the largest haka with more than 6500 participants on 29 September at Eden Park.</li> <li>Announcements confirming <b>Six the Musical</b> at the Civic Theatre, country and western superstar <b>Luke Combs</b> performing at Eden Park and pop star <b>Dua Lipa</b> performing at SPARK Arena will add to the Major Event line up for a super sized summer in the city.</li> <li>TAU signed an MOU with the <b>Auckland Chinese Community Centre</b> (ACCC) around support of the <b>BNZ Lantern Festival</b> – a great step forward and rewarding for the team that worked on the relationship for some time.</li> </ul> 	<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> <li>ACVE delivered 42 business events across 61 event days, 25,115 attendees, net contribution . Key events included  Climate Change Conference 2024, Grocery Ball Awards, David Nyika Duco Boxing, One New Zealand Warriors Awards.</li> <li>The team contracted  future events with an estimated future value of </li> </ul> <p><b>Auckland Convention Bureau (ACB)</b> See table below for notable results.</p> <p>There are 81 future business events confirmed for Auckland (to 2029) as a result of ACB's support with an estimated future economic value of \$93m.</p> <p><b>City Wide Events Calendar</b></p> <ul style="list-style-type: none"> <li>City Wide Events Calendar (CWC) Discussion within council continues around integration across platforms and talks are underway to incorporate more event listings to provide a more complete offering of events across the Auckland region.</li> </ul>

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

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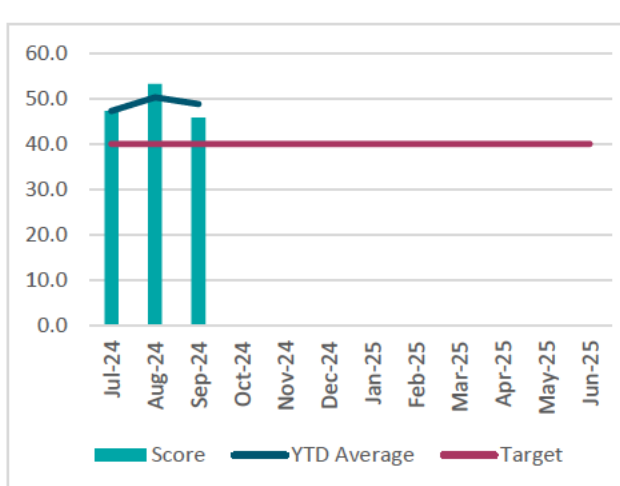
# KPI RESULTS

## Ticketed and total attendance Performing Arts (cumulative)



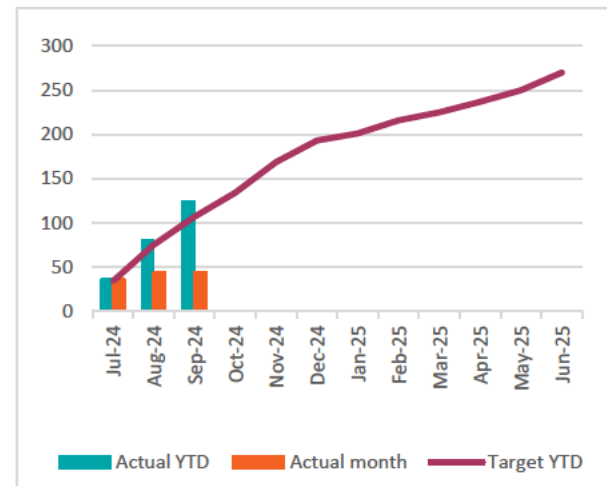
Ticketed attendance is **above target** at 158k YTD

## NPS for TAU audiences and participants Performing Arts



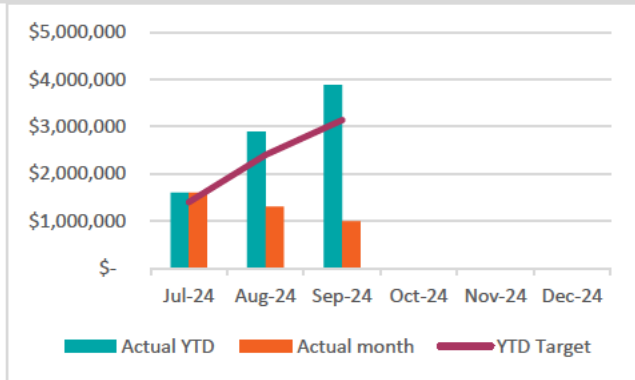
Performing Arts' YTD NPS score is tracking **above target** at 48.8

## Number of Performing Arts events



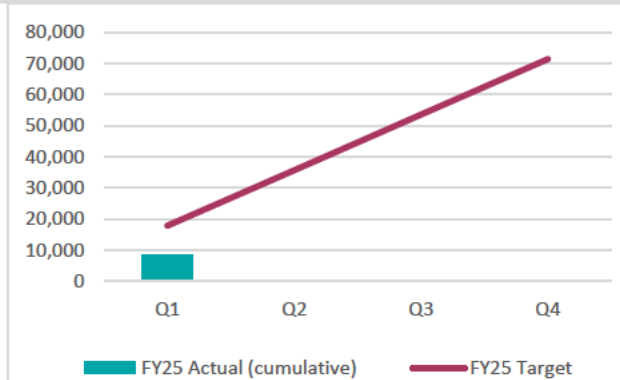
The number of Performing Arts events held (44) was **above the monthly target** of 32

## Performing Arts YTD Revenue



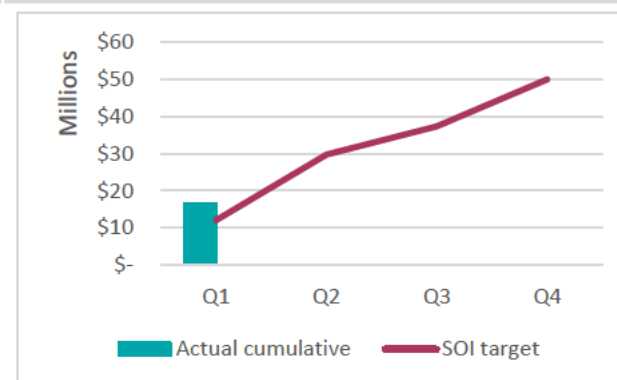
Performing Arts YTD revenue was above budget - \$3.89m against a budget of \$3.14m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



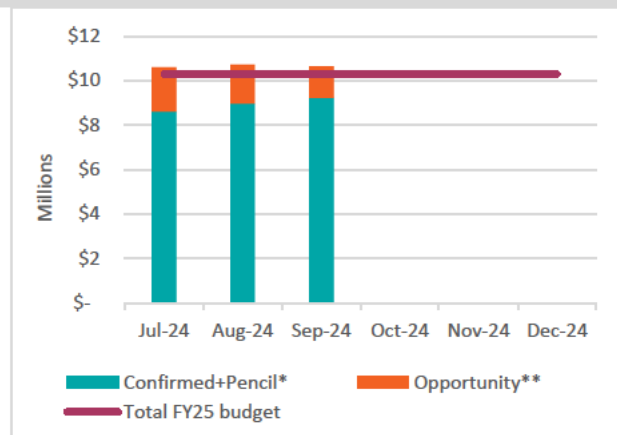
Q1 results for Performing Arts were **below target**

## Contribution to regional GDP from major & business events



Q1 results are **above** target based on seven events out of nine, with two events pending evaluation.

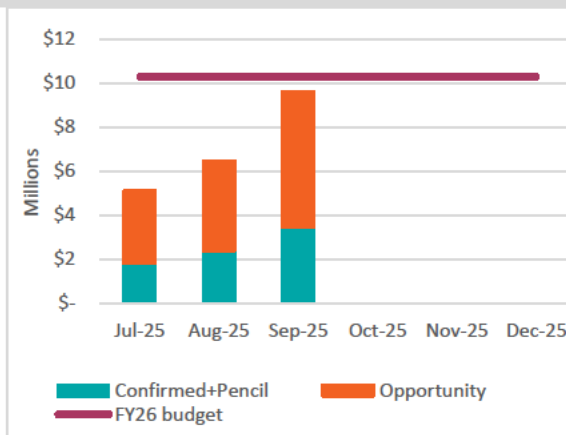
### ACVE FY 2025 Forecast YE Revenue vs Budget



At \$9.23m, confirmed events are tracking -10% on the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 46% of revenues.

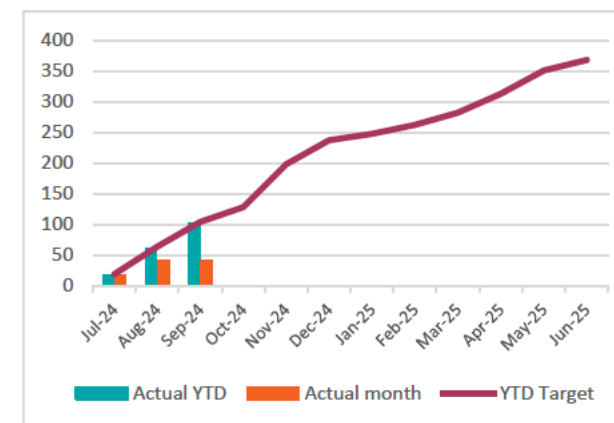
\*Confirmed category includes confirmed events and 1<sup>st</sup> Pencil events - 1st in line and may proceed to contract if desired \*\*Opportunity status is a sales enquiry or a lead (no booking space is held)

### ACVE FY 2026 Forecast YE Revenue vs Budget



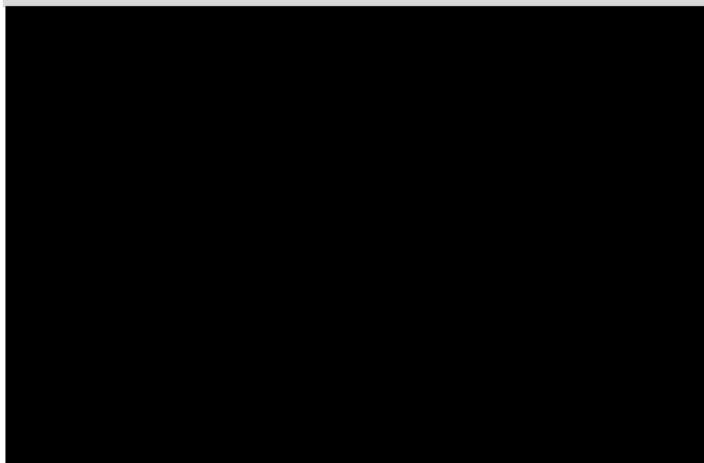
ACVE FY26 budgeted venue revenue is \$10.29m. Based on current bookings, \$3.42m of this revenue is confirmed, 33% of YTD Budget. A further \$6.19m of opportunities is in the pipeline.

### ACVE Number of events (cumulative)

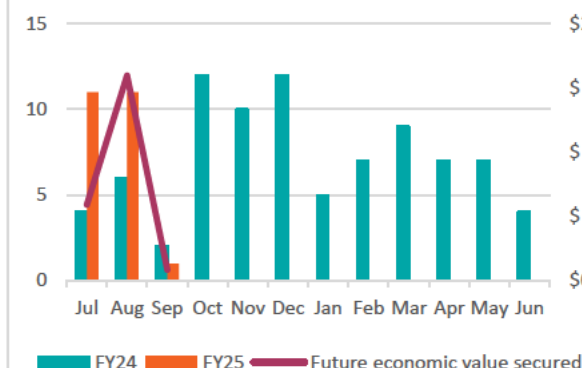


The number of ACVE events held (42) was slightly **above the monthly target** of 40 at the end of September

### Auckland Convention Bureau – notable monthly results

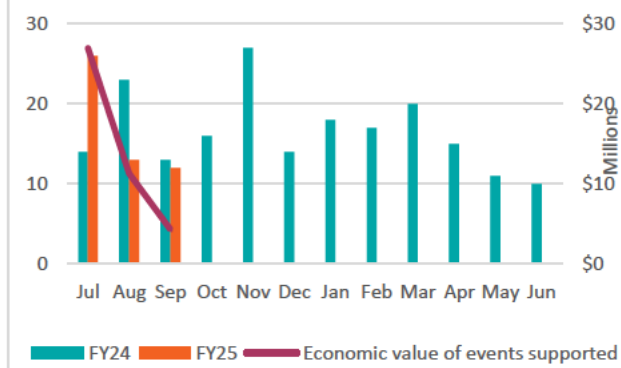


### Auckland Convention Bureau – business events secured



ACB helped to secure **1 new business event** for Auckland in **September** with an estimated **\$838k** of future economic benefit to the region. The event is due to take place in 2027.

### Auckland Convention Bureau – new opportunities supported



ACB generated or assisted with **12 new business event opportunities** for Auckland with dates through to 2027 and an estimated economic value of **\$4.2m** if all are secured.



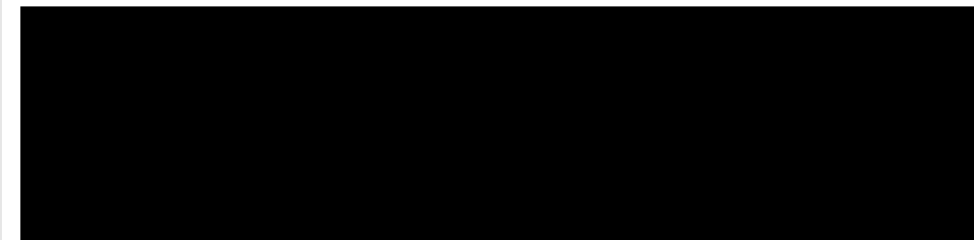
## Taonga and places

### Auckland Zoo

- **September visitation was 57,851**, 14.3% below budget due to persistent wet weather affecting the majority of peak (weekend) days in the month. **YTD visitation is 168,167** ( 5% to budget).
- **September revenue** from all sources was **\$970,000**, and YTD revenue is just 1.1% behind budget despite lower than anticipated visitation in August and September
- **Jamila (rhino)** is tracking well with her **pregnancy**. She has yet to show any signs of discomfort, and the team are keeping a close eye on her. Preparations will soon begin to baby proof the rhino house again, and the team will start conducting camera watches throughout the night in the next month.
- Due to the ongoing vestibule works in the Swamp Forest, the team needed to isolate the two gharials. Training such a shy and elusive species is quite a challenge and the team's patience and hard work has paid off, allowing staff to recall Sumpit to the back of house area as required and isolate Malu in the left hand side of the habitat.
- Zoo staff spent three days on Rangitoto Island for the quarterly lizard survey. They were joined by representatives from the Motutapu Restoration Trust and checked 14 sites each day, containing artificial cover objects made of onduline and/or bucket pit fall traps.
- Zoo staff with a team from **Ngāti Koata** returned to remote **Takapourewa (Stephen's Island)** to undertake the challenging task of creating new deep and complex rock habitat within the tuatara exclusion fence. A team of 11 (including eight Ngāti Koata and two DOC rangers) manually re positioned more than 20 tonnes of rocks to create 60m2 of new Hamilton's frog friendly habitat.
- New primary, intermediate and adult modules were launched on Moodle (**Learning Management System**) in September with paid courses projected to go live in Q2.
- The Zoo's Kaupapa Māori Advisor participated in a new **Kākākura Māori Leaders programme** launched by Auckland Council. Participants will support future bilingual programming across the council network.
- The Zoo supported **Te Wiki o Te Reo Māori** across the site in September with new te reo Māori interpretation and bi lingual map. Feedback from staff and visitors was overwhelmingly positive and the Zoo is looking at rolling out aspects of the programme permanently.
- **2903 visitors joined conservation learning sessions** onsite and a further 276 people joined online sessions.
- Progress continues on **smaller capital projects**: Perimeter Hardening Project, support aviary, Swamp Forest Vestibules and the Australian Bush Track These projects are all expected to be completed prior to the summer holiday period
- The Zoo continues to progress prioritised **HPAI mitigation** measures for potentially vulnerable animal care facilities.
- Preparation of the **new elephant facility at Monarto Safari Park** in South Australia continues, with the Zoo's Team Leader of Elephants, taking a lead role in the

### Auckland Art Gallery Toi o Tāmaki

- **September visitation was 31,314** and we are tracking well against our full year target of 500,000.
- **Exhibitions;** The heritage wing of the Gallery reopened with the final section of *Taimoana-Coastlines* in the Grey Gallery, and *Ngā Taonga Tūturu: Treasured Māori Portraits* in the newly renamed Te Kawau Gallery, both celebrated with blessings during the month. This is the first time all Gallery spaces have been open since February 2023.
- Hosted international judge of the Walters Prize and associated events including artist award dinner on 27 September and sold out lecture.
- **Learning;** Inaugural student exhibition (age 16-18), for Pat Hanly Creativity Awards, opened with a festive Young Gallery Night in collaboration with Dance Studies and Elam School of Arts (University of Auckland) and Fashion (Whitecliffe). The exhibition continues to attract secondary school students and their families (30 Aug 2024 — 13 Oct).
- Final lectures for the ARTH734 Art Writing and Curatorial Practice course, a pilot postgraduate Art History paper, with the University of Auckland.
- Hosted and presented in the International Teaching Artist Conference
- Library and Archives Manager Philippa Robinson received a LIANZA travel grant to visit art libraries in Melbourne and Hobart.



- **Programmes;** events delivered in celebration of Te Wiki o Te Reo Māori including Waiata Manahau and te reo tours of new *Ngā Taonga Tūturu | Treasured Māori Portraits* exhibition.
- Successful blind/low vision and NZSL tours of Aotearoa Contemporary and Walters Prize exhibitions.
- Hosted Young Members Women Artist Mingle (first time) and a Modern Women Curator Tour. Both fully booked and great engagement.
- Delivered programme as part of 2024 Auckland Heritage Festival.
- **Retail:** Sept 2024 was 9.2% higher than 2023 and 16.1% higher than 2022.
- The customer conversion rate for Sept was the best in 20 months and is 13% higher than the 2024 monthly average.

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

delivery of the build. The project remains on course for a November transfer of Burma.

- Aotearoa Contemporary content is performing well (29% of sales) along with exhibition merch (28% of sales).
- MHM research released: the Gallery shop is a key attractor for visitors (3rd highest reason to visit)

## New Zealand Maritime Museum

- Research for the Whāia Te Ao Māori (to walk alongside a Māori world view) project has concluded, with a draft report received by the steering committee. The steering committee continues to work with independent research company Tū Ohu Collective to finalise this document and its recommendations
- The Digital Hub team has entered final tranche of work for 2024 working with Howick Historic Village. The application for funding the 2025 programme has been lodged with NZ Lotteries, and a result is expected in November.
- Work continues on the upcoming exhibition, *Into Ocean and Ice*, which will open in late November, in partnership with Antarctic Heritage Trust. Work has also begun on the next two exhibitions: the first examining the health and changes to the natural environment in the Hauraki Gulf since human arrival in Aotearoa; and the following to focus on a review of traditional practice across the Pacific, in partnership with Lagi-Maama.
- In a major milestone for NZMM, the offsite collection storage move has completed its exit from the site in Avondale, which has been handed back to the landlord. This key step removes the time pressure component from the project, with focus now shifting to bedding into the new collection storage facility. This also allows capacity for the collections team to return to more BAU work, and NZMM will be lifting its collecting moratorium.
- NZMM saw a capacity crowd for one of the most important events in calendar, Merchant Navy Day, with the keynote given by the President of the NZ Maritime Union.
- NZMM hosted the annual conference of the Australasian Institute of Maritime Archaeologists, the first time this event has been held in New Zealand for five years. In addition to the approx. 60 attendees, multiple NZMM staff were invited to attend the sessions held in the Maritime Room.
- The NZMM Director recently attended the biennial conference of the International Congress of Maritime Museums international professional body. The congress, in its 52<sup>nd</sup> year, hosted more than 200 delegates from 40 countries. Vincent, who has been on the executive council since 2019, was elected Vice President at this year's annual general meeting.

## Auckland Stadiums

- September was a quiet event month with a total of 71.5 events days, less than half the YTD monthly average. In large part, this reflected the transition between winter sport activity and summer sport / entertainment activity. North Harbour Stadium hosted the highest level of activity with 50.25 events days. Overall attendance across the three stadia was 20,208 with North Harbour Stadium the busiest with 8877 patrons.
- Listen In, hosted at Go Media Stadium at Mount Smart on 4 October, heralded the start of the new concert season. A large scale electronic dance music event, [REDACTED] It was the fourth iteration of the Australian based festival at the stadium. [REDACTED] the event ran smoothly, building on the learnings of previous years.
- The quiet event period has enabled a wide range of capital works to be undertaken, particularly at Go Media Stadium. Works completed in October include: new HVAC system in the One NZ Warriors offices, renewals of the drainage and paving at Gate C and the D Zone, renewal of structural elements of the West Stand roof, and waterproofing throughout the corporate suite balconies.
- Auckland FC hosted two warm up matches at Go Media Stadium to assist their squad's familiarity with the venue ahead of their inaugural A League match on 19 October against the Brisbane Roar. [REDACTED]
- On 16 October, there was a blessing and unveiling of a new 60m mural that has been installed in the East Stand tunnel at Go Media Stadium. The mural is a significant piece of work that represents the past, present and future of Rarotonga / Mt Smart. The funding of the project was a joint initiative of Auckland Stadiums, the One NZ Warriors, and Auckland FC.

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LGOIMA 1987

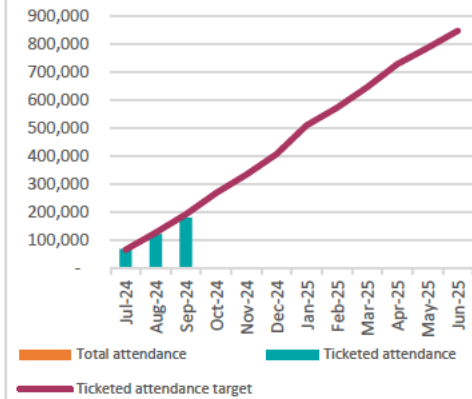
Integrating Auckland's cultural institutions	Film Studios
<ul style="list-style-type: none"> <li>• Council is leading work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board. A political working group led by Deputy Mayor Simpson is considering potential legislative change options, working in collaboration with MOTAT and AWMM.</li> <li>• There has been a meeting between representatives of TAU, including the Board Chair, and the MOTAT Board, to discuss potential further collaboration and desired outcomes from the working group process.</li> <li>• The final report was presented and adopted at the September Governing Body meeting of Auckland Council.</li> <li>• Further work will be undertaken by council staff on exploration of potential structural change, and TAU staff will work within the framework of the adopted report to seek additional collaboration in the sector in the near term.</li> </ul>	<div data-bbox="1108 172 2060 411" style="background-color: black; height: 150px; width: 100%;"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>
Aotea Arts Quarter	Western Springs Precinct
<ul style="list-style-type: none"> <li>• There is ongoing consideration of how to develop and activate Aotea Square and surrounding area (Quarter) in preparation for the opening of CRL. Discussions with: <ul style="list-style-type: none"> <li>a) RCP and MRCB on the Symphony build and Bledisloe House (BH), including RCP creating a public activation on the ground floor of BH with TAU and Heart of the City to show the development of the area;</li> <li>b) Eke Panuku update on their plans for Queen St properties and next steps for progressing development as an action in the City Centre Action Plan.</li> </ul> </li> </ul>	<div data-bbox="1108 643 2060 746" style="background-color: black; height: 65px; width: 100%;"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>
Single Operator Stadiums Auckland (SOSA)	
<ul style="list-style-type: none"> <li>• <div data-bbox="168 925 1086 981" style="background-color: black; height: 35px; width: 100%;"></div></li> </ul>	

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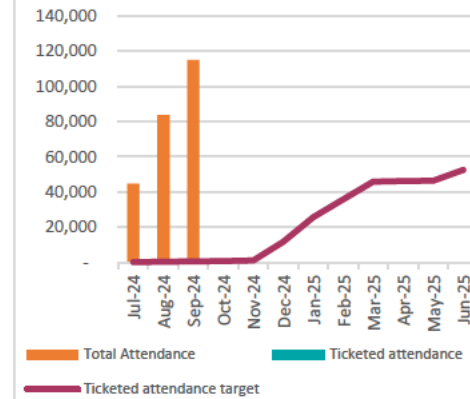
## KPI RESULTS

### Auckland Zoo ticketed and total attendance (cumulative)



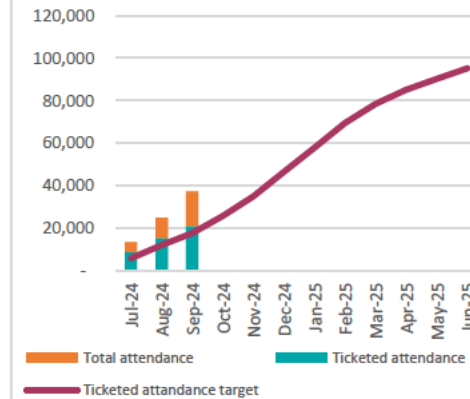
The Zoo's ticketed attendance is **below target** at 178,000 YTD

### Auckland Art Gallery ticketed and total attendance (cumulative)



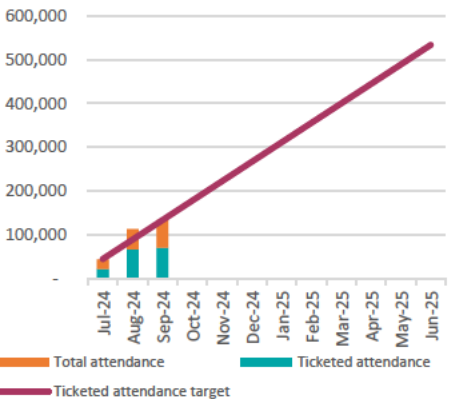
The Gallery's ticketed attendance is **above target** at 760 YTD. The next ticketed exhibition opens in December.

### NZ Maritime Museum ticketed and total attendance (cumulative)



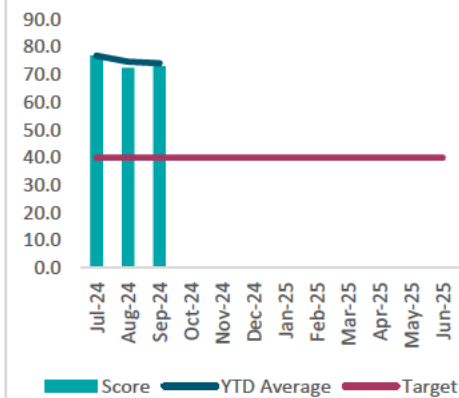
The Museum's ticketed attendance is **above target** at 20k YTD

### Auckland Stadiums ticketed and total attendance (cumulative)



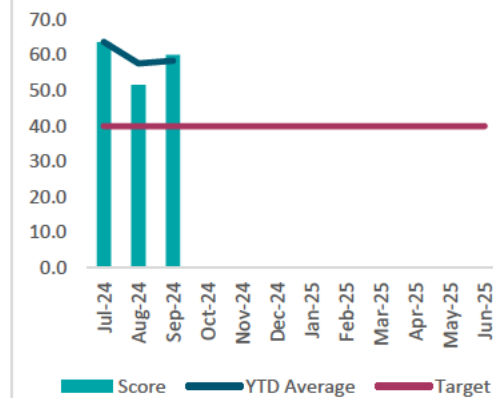
Auckland Stadiums' ticketed attendance is **below target** at 70k YTD

### Auckland Zoo NPS



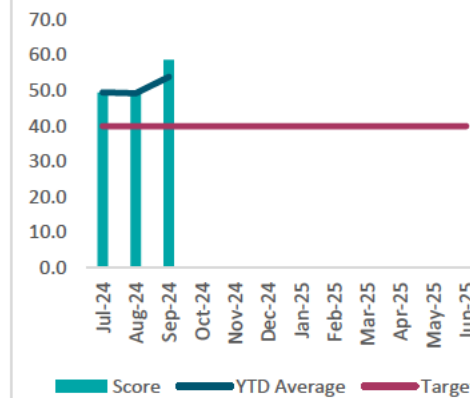
The Zoo's YTD NPS score is tracking **above target** at 74.2

### Auckland Art Gallery NPS



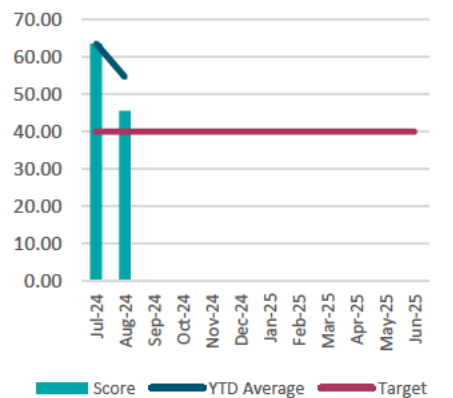
The Gallery's YTD NPS score is tracking **above target** at 58.4

### NZ Maritime Museum NPS



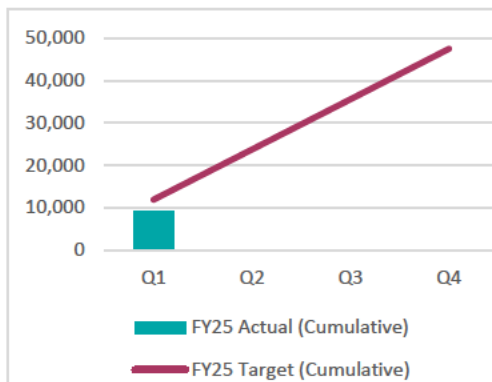
The Museum's YTD NPS score is tracking **above target** at 53.9

### Auckland Stadiums NPS



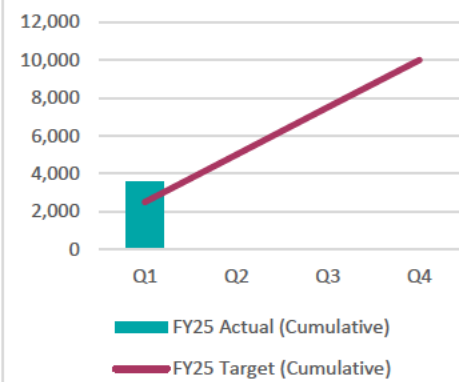
Auckland Stadiums' YTD NPS score is tracking **above target** at 45.6. No events were measured in September.

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



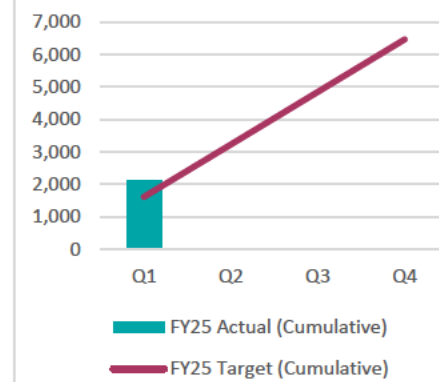
Q1 results for the Zoo were slightly **below target**

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



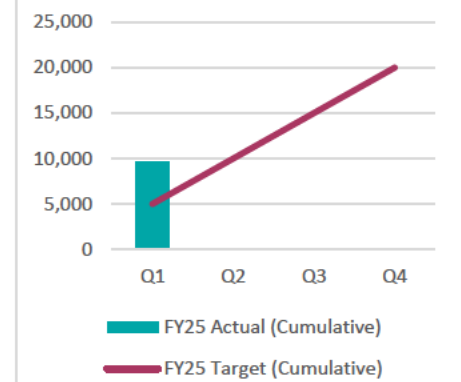
Q1 results for the Gallery are **above target**

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



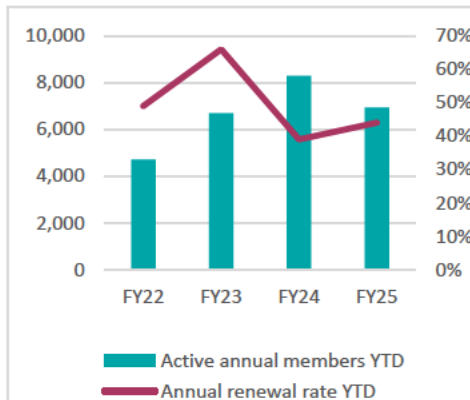
Q1 results for the Museum are **above target**

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



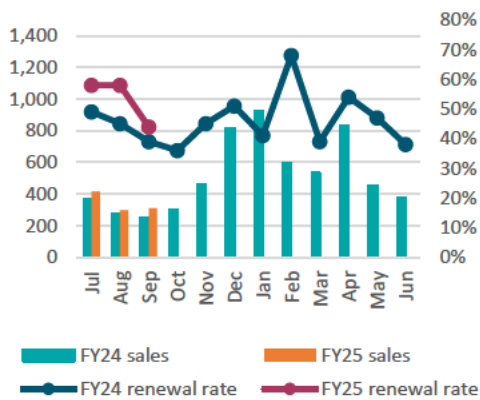
Q1 results for Stadiums are **above target**

### Annual Auckland Art Gallery membership



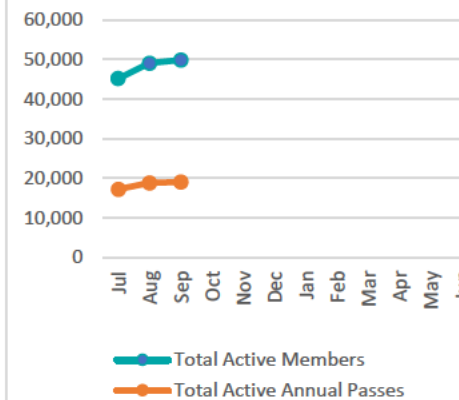
The Gallery's YTD average renewal rate is 53% and there are 6937 active members at month end

### Monthly Auckland Art Gallery membership



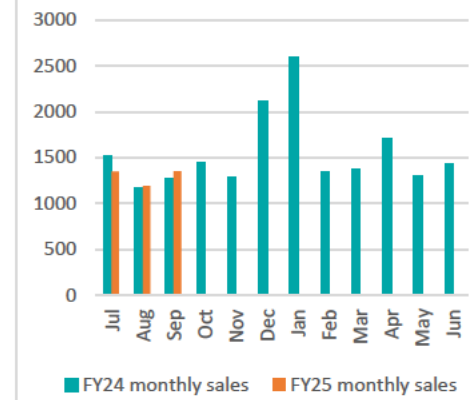
The Gallery's monthly renewal rate was 44% in September and 310 memberships were sold

### Annual Auckland Zoo membership



At the end of September, the Zoo had 19,019 active passes and 49,869 active members

### Monthly Auckland Zoo membership



1348 Zoo memberships were sold in September, slightly more than in September last year (1261)

## Auckland's prosperity

### Visitor Economy

- **Destination Partnership Programme (DPP)** The 2024/25 year programme has 129 committed financial partners investing approximately \$2.07m. The DPP Advisory Group meeting on 18 October will be piloting the AI transcription functionality as a User Case for Auckland Council and TAU ICT.
- **Trade Activity:** NAM Roadshow. Mar/April 25 successful applicants have been advised. Risk has been identified that ZQN participation lower than anticipated due to economic and other roadshows taking place in market.
- **Trade marketing** Interview for Business Development Manager Western Market complete. Offer underway. Partner Activity 2 Easy campaigns launched with 80+ operators deal from Auckland. Rotorua. Auckland deals are all DPP partners. Phased campaign activity with ANZCRO (Inbound operator AU) & KarryON (Travel Publication). Qantas promo code and Qantas Holidays campaign landing page.

### Māori Tourism

- **Destination Think** Tātake Makaurau makes global list for travel innovation for World Tourism Day. 27 Sept. In partnership with Destination Think, TAU took the opportunity to recognise the significant work Tūpuna Maunga Authority with recognition alongside 99 other global travel innovation initiatives.
- **Nga manu korero - National Speech Contest:** Event listing promoted on Discover Auckland: <https://www.aucklandnz.com/events/nga-manu-korero-nga-whakataetae-a-motu-2024> plus a collection of experiences promoted on Discover Auckland for visitors to the competition: <https://www.aucklandnz.com/collections/nga-manu-korero-2024>.
- **Treasures of Tātake Makaurau** - Correspondence has gone out to all 19 iwi informing them about project. Engagement started with 1:1 hui with interested iwi. Whariki promoted the submissions process and an approach to evaluation panel representatives is underway. Proposed launch date 27 November.

### Screen & Creative

- **Te Puna Central Hub** - capital fitout programme approved and well underway former Whoa! Studios, now Te Puna Central Hub. Operating model, first tenant confirmed [REDACTED] and other tenant attraction ongoing [REDACTED]. Sir Bob Harvey supporting the wider investment programme and engaging stakeholders to build momentum about the potential for the surrounding (precinct) area. Māori Outcomes (Council) funded Māori creative skills academy and business growth programme options developed.
- High-level stakeholder engagement and client care continued in the lead up to Amazon MGM Studios' **The Wrecking Crew** 10-week shoot. It is the largest facilitation project undertaken by Screen Auckland, as it is largely a location shoot (also using 2 studios incl. AFS for small amount of shoot). Otahuhu is the largest set-piece stunt location across a week, with major coordination involving the local board, FENZ, AT

### Economic Transformation & Investment

- **Pacific Economic Insights Series** The event, delivered in partnership with MBIE, and insights paper [Glimpses into Tātake Makaurau Auckland's Pacific Economic Future](#) took place on 7 October with an excellent line up of speakers including Minister of Economic Development. The conclusion of [Project Ikuna](#) a groundbreaking government funded, TAU delivered in work training programme was featured. It has seen more than 3500 Pacific workers from about 360 Tātake Makaurau businesses upskill during work hours to become future ready.
- The work on an economic masterplan for **north west**, led by Kainga Ora and convened by TAU, is paused due to various changes happening across local and central government agencies. It was planned to be delivered by November. A good part of the economic mapping work is concluded, however more work on spatial integration into the economic story is required. The tentative delivery month is now April next year.
- **Auckland Investment Summit** this has been postpone to the second half of this financial year.

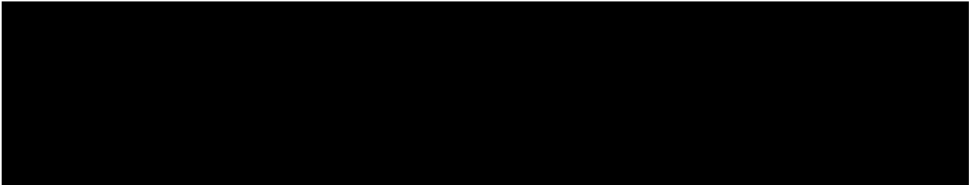
- New investment enquiries include [REDACTED]

[REDACTED] New query re Singapore and re Delaware based lithium and lead acid battery recycling plant looking for an Australasian Hub. [REDACTED]

### Tech & Innovation

- **Announced partnership between GridAKL and Denver Economic Development & Opportunity.** The 'city2city' agreement positions Auckland as a global tech city and boosts support for the startup ecosystems in both cities. Denver is home to 47 New Zealand tech companies.
- **GridAKL Propel Scholarship programme** #2 complete. Three Fintech startups with high growth potential supported into the hub.
- Hosted diplomats from US, Canada, Japan and Australia. Hosted Shanghai Municipal Bureau of Data delegation. Hosted NASA delegation round table with Aerospace Auckland companies. Hosted Newmarket Innovation Precinct team.
- **Startup Aotearoa programme** (funded by Callaghan Innovation) continues to support entrepreneurship in September with 61 x founders engaged with GridAKL Advisors. NPS score of 90 overall.

and Business Associations Positive feedback received from community at filming location client



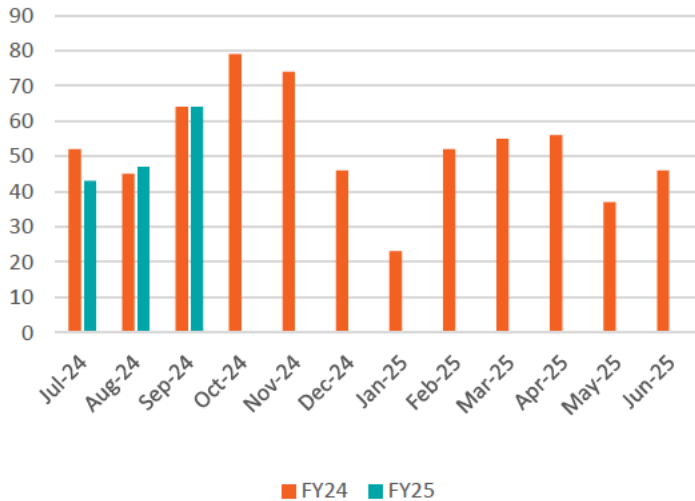
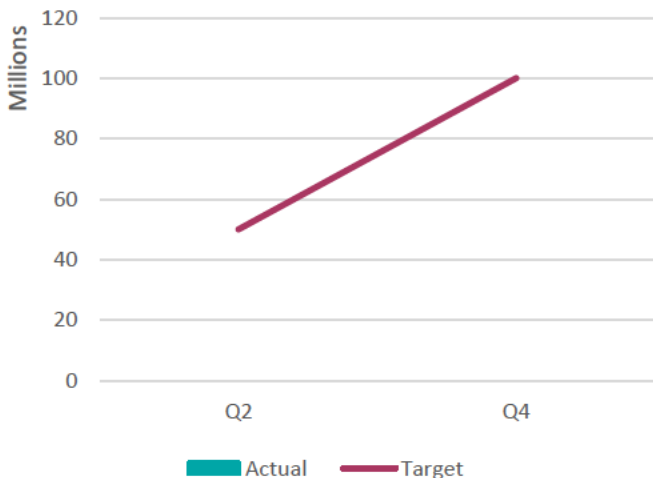
- **Sites and Places of Significance to Mana Whenua** – Governing Body approved going out for public consultation on proposed Unitary Plan change. This went live on the council’s website, supported by comms from . Ongoing discussion with mana whenua
- **UNESCO City of Music** A cross council group has formed to improve Auckland’s music ecosystem with benefits for city centre industry, visitor attraction, venues and all involved. Considering proposal for economic analysis and mapping by author and expert on the role of music in cities, Shain Shapiro who visited New Zealand in August.

- **Delivered Tech24 careers showcase** in partnership with MOTAT, TechStep, NZTech and Ministry of Education to 255 rangatahi from 7 Secondary schools and 2 Alternative Education Services in south Auckland.
- Industry focussed capability programmes delivered **GridAKL Bootstrappers** breakfast, **Startup Ecosystem Enablers session** #6 on critical success factors for scaling startups, GridAKL Lunch & Learn (climate theme).
- **Tech Tāmaki Makaurau Industry Advisory Group** session x 13 tech leaders. Round table discussion on challenges and opportunities for Auckland’s tech sector growth
- The GridAKL Innovation Network continues to grow with 131 companies/854 individuals at GridAKL, 17 companies/52 individuals at Click Studios, 5 companies/30 individuals at GridMNK 4 companies/9 individuals at Reserve.

**Climate Connect Aotearoa** – the innovation hub and the economic stream of climate activity is moved to a Sustainability section.

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

KPI RESULTS

Screen permits processed		Attributable value of private sector investment secured																																																	
<div><table><caption>Screen permits processed</caption><tr><th>Month</th><th>FY24</th><th>FY25</th></tr><tr><td>Jul-24</td><td>52</td><td>44</td></tr><tr><td>Aug-24</td><td>46</td><td>48</td></tr><tr><td>Sep-24</td><td>64</td><td>64</td></tr><tr><td>Oct-24</td><td>79</td><td></td></tr><tr><td>Nov-24</td><td>74</td><td></td></tr><tr><td>Dec-24</td><td>47</td><td></td></tr><tr><td>Jan-25</td><td>23</td><td></td></tr><tr><td>Feb-25</td><td>52</td><td></td></tr><tr><td>Mar-25</td><td>55</td><td></td></tr><tr><td>Apr-25</td><td>56</td><td></td></tr><tr><td>May-25</td><td>37</td><td></td></tr><tr><td>Jun-25</td><td>47</td><td></td></tr></table></div> <div>The numbers of permits processed in September (64) is exactly the same as September last year</div>		Month	FY24	FY25	Jul-24	52	44	Aug-24	46	48	Sep-24	64	64	Oct-24	79		Nov-24	74		Dec-24	47		Jan-25	23		Feb-25	52		Mar-25	55		Apr-25	56		May-25	37		Jun-25	47		<div><table><caption>Attributable value of private sector investment secured</caption><tr><th>Quarter</th><th>Actual</th><th>Target</th></tr><tr><td>Q2</td><td>50</td><td>50</td></tr><tr><td>Q4</td><td></td><td>100</td></tr></table></div> <div>Results reported bi annually.</div>		Quarter	Actual	Target	Q2	50	50	Q4		100
Month	FY24	FY25																																																	
Jul-24	52	44																																																	
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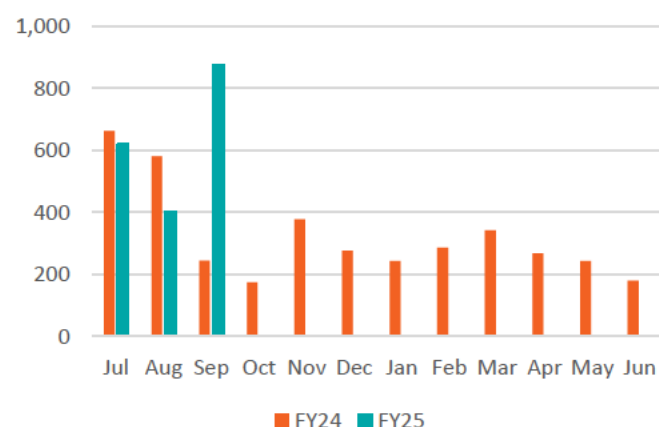
## Auckland's reputation

Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> <li><b>Australian 2 Easy trade campaign</b> with RotoruaNZ saw DM sent to 7688 Anzcro agents with 28.5% open rate and 10.28% CTR</li> <li><b>100% of 2 Easy Qantas flight coupons redeemed</b> with 7.5% increase in Qantas Holidays bookings for Auckland and 11% YOY increase in nights booked.</li> </ul> <p><b>Tourism Famils and Media (DPP)</b></p> <ul style="list-style-type: none"> <li>Hosted Australian Vogue online. <a href="#">Why a dash across the ditch to Auckland is the ultimate mini break</a> (reach 3.5 million) More results in October.</li> <li>Hosted Australian online lifestyle media Latch which also wrote from Buzzfeed with resulting article: <a href="#">Why New Zealand's Biggest City Changed My Thoughts On Travelling Alone</a> (4.8m reach, Tastemaker article still to come.</li> <li>Content Creator <a href="#">@AndyEscapes</a> hosted in September and published his content on TikTok 201.3K followers / Instagram 433K followers covering Urban Oasis themes.</li> <li>The Latch <a href="#">Instagram Reel: 13 Things You Can Squeeze Into An Auckland Weekend</a> (Angeline Barion) 13.5k reach.</li> <li>Content Creator Nathsway Instagram 192k followers, TikTok 150k followers</li> <li>Travel Weekly <a href="#">Auckland and Rotorua launch '2 Easy' campaign to attract Aussies</a> 101k reach</li> </ul>	<ul style="list-style-type: none"> <li><b>Moana Auckland media partners</b>, Mediaworks and Go Media, have been <b>successfully retained</b> for Year 2.</li> <li><b>SailGP</b> ticket sales partner media release with strong media pick up across news, radio, online.</li> <li>Major <b>Diwali</b> marcomms prep including marketing, media, stakeholders, hosting</li> <li><b>Always-on summer season promotion</b> highlighting major events (LOTR stage show, ASB Classic, SailGP, Moana Auckland, Synthyony and destination messaging was briefed to key agencies.</li> <li>The <b>Gay Games</b> video bid was submitted with a TAU <b>bid team presenting in Washington</b> in October.</li> <li>Direct marketing activity continued to build registrations for ACB's <b>Unleashing the Potential of Business Events</b> to be held in November</li> <li>Phase One of the ACB <b>Meet My Auckland</b> awareness campaign saw 222k+ video views, 1m+ impressions and 2027 landing page clicks.</li> <li>Supported 44 <b>Auckland Live</b> commercial clients, incl <i>Lord of the Rings – A Musical Tale</i>, <i>Matilda the Musical</i>, <i>SIX the Musical</i> &amp; Te Wiki o Te Reo Māori Language Week</li> <li>Auckland Live digital outcomes 16 DM, open rate: 32.5%, \$26k in direct revenue. Paid and organic social drove \$12k &amp; AL Google Ads: drove revenue of \$31k &amp; 626 new database sign up</li> <li>ACVE website received <b>12,012 users</b> and <b>115 enquiry</b> form submissions.</li> <li>Published <b>Upper Mezzanine, The Cloud</b> for hire on ACVE website. Paid social, google ads Meeting Newz full page and eNewsletter advertising</li> <li><b>ACVE working with Te Puna</b> team to consult and support on venue hire marketing.</li> </ul>	<ul style="list-style-type: none"> <li>FY24 Auckland Art Gallery visitor research shows the <b>marketing campaign for Guo Pei effectively increased visits by NZ-based Chinese</b> from 9% to 17% for the 12 month period. Emotional brand equity high at 58.</li> <li>Support for the <b>final month of NZMM's Sentinel</b> sees digital, outdoor, radio and print ads in market, along with marketing for the well attended <i>Sentinel</i> talks</li> <li>The Gallery garnered 108 individual media mentions with an audience reach of 7.5m. Highlights included the Walters Prize winner, launch of Te Kawau gallery and coverage relating to senior conservator Sarah Hillary's retirement.</li> <li>Marketing effort for Auckland Zoo focused on The Edge Weekend's <b>Learning Online</b> sponsorship, October's go live on <b>Conservation Learning</b> campaign and planning for a <b>wellbeing brand campaign</b> for November.</li> <li>September saw Zoo garner 102 dedicated media pieces including the Tasmanian Devils' arrivals, rhino pregnancy, school holidays programme 'keeper for a day' and caring for t kahē and critically injured sea turtle.</li> <li><b>Auckland Stadiums</b> media announcement with NZ <i>Herald</i> celebrating the numbers behind sellout Warriors season audience reach of 365k Partner release confirming North Harbour Stadium as the home Super rugby playing venue of Moana Pasifika audience each of 373k</li> </ul>

Auckland brand and reputation	Economic development	Discover Auckland platform
<ul style="list-style-type: none"> <li>• <b>Auckland Playbook and Auckland Elevator Pitch:</b> Updating and refreshing playbook document and supporting video for the playbook and presenting elevator pitch to partners</li> <li>• <b>Studio highlights:</b> TAU Annual Highlights Reel, City Centre Investment Prospectus, Auckland City of Music Pere Wihongi Video Story, TAU Values Te Reo explainer videos, NZ Maritime Museum School Holiday Activity Book, Auckland Live Dance o mat event deliverables, GoMedia Stadium Hero reel.</li> <li>• <b>Corporate:</b> produced and listed <b>two annual reports</b> (Limited and Trust) on external website; strategic media release highlighting the value delivered to Auckland amid CCO reform (garnering 194 dedicated media mentions); strategic eDM sent to 800+ key stakeholders including annual highlights reel and supported 3 x LinkedIn posts – all enhancing brand and reputation.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Screen AKL</b>, Website &amp; comms announcing <i>The Wrecking Crew</i> shared. Developed story for NZ film Mārama along with Minecraft assets Shared to film database council permit changes <i>The Wrecking Crew</i> production announcement generating 33 pieces of media coverage across radio, print and online with an audience reach of \$1.75 million</li> <li>• <b>Auckland Pacific Economic Insights paper</b> shared on Teu Le Vā webpage and emailed to all guests MarComms supported the successful inaugural event</li> <li>• <b>Auckland Investment Summit</b> postponement communications to internal and external stakeholders, and delegates sent.</li> <li>• Launched <b>city centre investment prospectus</b></li> <li>• <b>CCA:</b> SME Adaptation platform announcing New Challenge <a href="#">webpage</a> and <a href="#">news story</a> published. Platform and content development for launch Feb</li> <li>• Revised <a href="#">Tech Auckland website</a> and video now live Communications support for the Denver (DEDO) x GridAKL City2City partnership</li> <li>• Communications support for launch of Our Sustainability Story and TAU's Toitū certifications.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Auckland Pass</b> value proposition developed to progress to next phase of research and commercial modelling</li> <li>• <b>Content strategy</b> delivered</li> <li>• First newsletter sent via <b>Salesforce Marketing Cloud</b>, automation of data flow for new subscribers completed</li> <li>• <b>Performance testing</b> on the infrastructure complete. Recommended enhancements planned</li> </ul>

## KPI RESULTS

### Media coverage mentioning TAU



The **109% increase** reflects a higher number of events & campaigns and extensive coverage on annual reports and CCO reform. Other topics included the world's haka record, Pearl Jam to tour at Go Media Stadium, the Gallery's Walters Prize winner, Sail GP tickets for sale, the Zoo's pregnant rhino & Tasmanian Devils, The Wrecking Crew film and State of the City report Y2. **NB** highest number of mentions ever.

### Discover Auckland Platform Performance

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



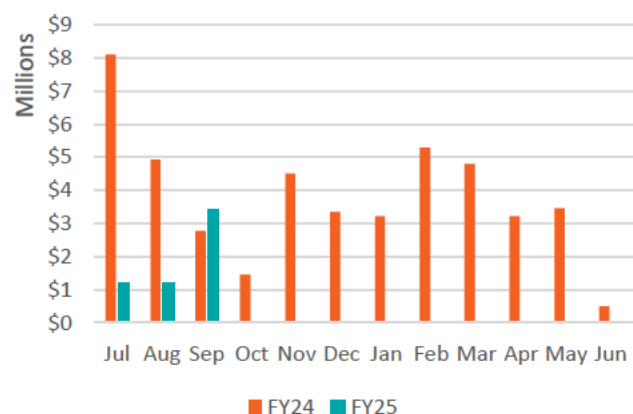
**Conversions:** The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



1.8m sessions across the last 12 months. The increase in sessions for Sept 2024 vs Sept 2023 is 90%. Decrease in sessions in Sept 2024 vs August 2024 is due to 'Happiness is' being out of market.

In September, top operator referrals were Gravity X, Sea Life Kelly and Wētā Workshop Unleashed. Top event links were NZ Chocolate and Coffee Festival 2024, HAKA – Stand as a Nation, *Matilda The Musical*

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



The **148% increase** in EAV (compared to last month) aligns with the higher number of media clips achieved. In addition to the many TAU-led announcements, TAU's annual reports sparked discussion about CCO reform, major events and the visitor/bed tax.

### Top Cities – 1 September – 30 September 2024

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	41,795	54%	49,565	55%
2. Christchurch	New Zealand	6,151	8%	6,642	7%
3. Sydney	Australia	4,146	5%	4,811	5%
4. Wellington	New Zealand	3,961	5%	4,293	5%
5. Melbourne	Australia	3,091	4%	3,580	4%
6. Brisbane	Australia	2,199	3%	2,566	3%
7. Hamilton	New Zealand	1,637	2%	1,778	2%
8. Tauranga	New Zealand	757	1%	829	1%
9. Whangarei	New Zealand	519	1%	567	1%
10. Rotorua	New Zealand	406	1%	443	0%

Top 10 cities remain same as July. Auckland users increased in Sept to 54% vs 51% in August. Rotorua moved into top 10 in September.


**Note:** Our new media service (from July 2024) rates equivalent advertising value (EAV) differently to our previous provider and therefore results are not directly comparable with last year.



## Climate change and environmental sustainability

Climate Change and Sustainability (General Update)	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> <li><b>Cross cutting:</b> A 10-point Sustainability Plan has been developed for BNZ Diwali Festival 2024. This plan aligns to TAU's Climate Change &amp; Environment Strategic Plan, focusing on promotion of low-carbon transport, nature, climate resilience, climate education, waste management and many other areas. Advisory for the development of NZEA <a href="#">sustainable events platform</a>. This platform is available externally and can be used as a resource by TAU's events kaimahi</li> <li><b>Reporting:</b> TAU's annual, voluntary publication <i>Our Sustainability Story</i> was prepared for release in late October. TAU's climate related disclosure information was finalised and sent to Auckland Council.</li> </ul> <p><i>See the bi-monthly dashboard for progress updates on TAU's Climate Change and Environment Strategic Plan.</i></p>	<p><b>Action E2: Climate Connect Aotearoa (CCA)</b></p> <ul style="list-style-type: none"> <li><b>Energy:</b> Installation of solar panels for the community energy sharing challenge was complete in September. Preparation of a 'Power Innovation Pathway' application to the Electricity Authority, following regulatory exemption discussions. Continued development of the community battery research. Scoping of a freight challenge with industry to address the need for fuel switching.</li> <li><b>Built environment - green jobs pilot:</b> Ongoing review of the pilot's investigation and analysis report, with next steps to be confirmed.</li> <li><b>Adaptation planning platform:</b> A part time digital content specialist has been hired to work on the platform. Development of marketing campaign plan; editing of key theme videos and core guidance; and publication of the co design news story on CCA's website. The platform has been developed in collaboration with SMEs, including pakihi Māori and a range of key partners and experts across government and industry.</li> <li><b>Mātauranga Māori &amp; Climate Innovation Hui:</b> Planning is underway for the 2024/25 event in March. Planning includes identifying financial support from potential partners. The hui interview videos on He Kete Mātauranga were promoted on LinkedIn.</li> </ul>

## Māori outcomes

Kia ora te Umanga   Māori Business, Tourism and Employment	Kia ora te Ahurea   Māori Identity and Culture
<ul style="list-style-type: none"> <li><b>Māori Outcomes Fund Māori Economic Innovation Hubs:</b> LTP MOF investment of \$3.36m over three years for Māori Economic Innovation Hubs was confirmed in May. The funding will increase investment in two existing hubs. ReserveTMK in east Auckland (\$600k over three years) and Te Ngahere [GridMNK] (\$900k over three years) in Manukau. These hubs are operated by Mā āwaka organisations and focus on innovation and entrepreneurship. Following TAU Board approval of the MOF Funding Agreement with Auckland Council in late September, investment agreements with the hub operators have been signed and the first payment will be made in October. Additionally, a new hub, sitting within the GridAKL network, will be established at Te Puna Creative Innovation Quarter in Te Kōpua, Henderson. Funding of \$1.8m over three years. is partnering with Te Kawerau ā Maki on development of the hub. Work is underway on programme design including engaging delivery partners, with programmes commencing in 2025. The MOF investment in hubs included \$60,000 over three years to develop and deliver a kaupapa Māori evaluation framework for the hubs that appropriately measures value and impact. The RFP was issued on 11 October and is for services in two phases: 1. Development of a kaupapa Māori evaluation framework due end of January 2025; 2. Scalable approach to</li> </ul>	 <p><b>Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau</b></p> <ul style="list-style-type: none"> <li><b>Houkora Joint Governing Body presentation:</b> At the 23 September meeting of the Houkora Joint Governing Body meeting, the Director Māori Outcomes and Director Economic Development, supported by the Chair of the Māori Engagement Committee, provided an update on engagement with Iwi and Hapū on the proposed Unitary Plan change for filming on Sites and Places of Significance to Mana Whenua. The presentation was well received by the group.</li> <li><b>Whāia te Ao Māori: Enhancing te ao Māori representation and engagement at the New Zealand Maritime Museum (NZMM) Hui te Ananui.</b> The draft report has</li> </ul>



gathering data and insights, analysis and reporting as well as knowledge transfer to TAU team. Analysis and reporting will run across the remaining 2.5 years of funding.

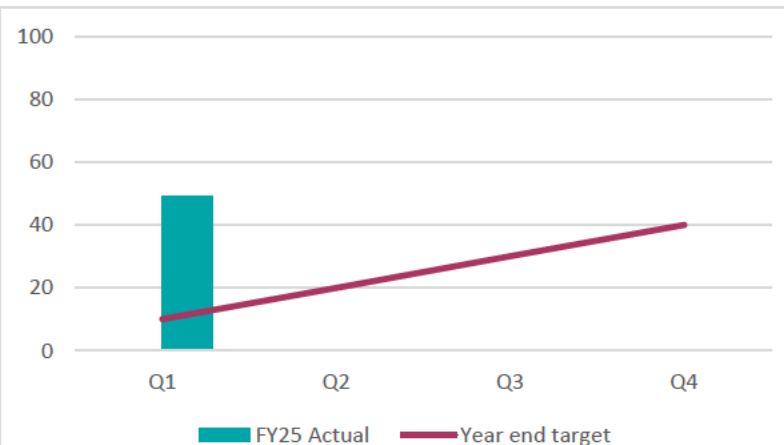
- **Filming on Sites and Places of Significance to Mana Whenua:** been engaging with Iwi and screen industry on a proposed Auckland Unitary plan change that would enable temporary filming (up to 30 days) as a permitted activity on SPSMW that are council controlled public places. received feedback from 11 iwi, which informed the wording of the draft plan change. The plan change was publicly notified by Auckland Council on 26 September, with submissions closing on 24 October. A draft SPSMW film permit process has also been developed in collaboration with iwi/hapū and this will continue to be refined as the plan change goes through the hearing process.
- **TAU Māori Economic Development Strategy Action Plan:** The draft report will be finalised over the next month in readiness for sharing with the Māori Engagement Committee at its November meeting.
- **Social Procurement:** Discussions have been held with council and TAU Procurement and Amotai to identify opportunities for targeted performance improvement to TAU's supplier diversity objectives, as well as improved measurement and reporting data.
- **Tūpuna Maunga Authority Collaboration:** TAU has partnered with Destination Think to recognise the significant work Tūpuna Maunga Authority is doing to restore the cultural significance of Tāmaki Makaurau Auckland's maunga. As part of Destination Think's 100 Travel Innovations initiative, the maunga have been included in the Cultural Preservation category.

been received and is under consideration by the project team and Museum and Māori Outcomes leadership.

- **Cultural Capability:** The purpose of this initiative is to establish a Māori Outcomes cultural capability learning ecosystem that supports, resources, and evaluates Māori responsiveness capability and capacity within TAU as a critical enabler for delivering Te Mahere Aronga, 2024 26 Tangata Tiriti Treaty People are engaged to deliver Te Tiriti workshops, and they have been very well received by kaimahi. The next workshop is in late October. TAU will look to continue these into 2025. A contract is now in place with Haemata Limited for development and delivery of online foundational cultural capability training for TAU kaimahi in FY2025 (and subsequent years). The focus of the online modules is twofold: How to be an Ally; and Te Tiriti o Waitangi. The content of both courses will be tailored to TAU kaimahi and to Tāmaki Makaurau. The development phase has commenced, and we hope to deliver to a small pilot group late in 2024 before rollout to most TAU kaimahi in 2025. The online modules will complement the workshops delivered by Treaty People.

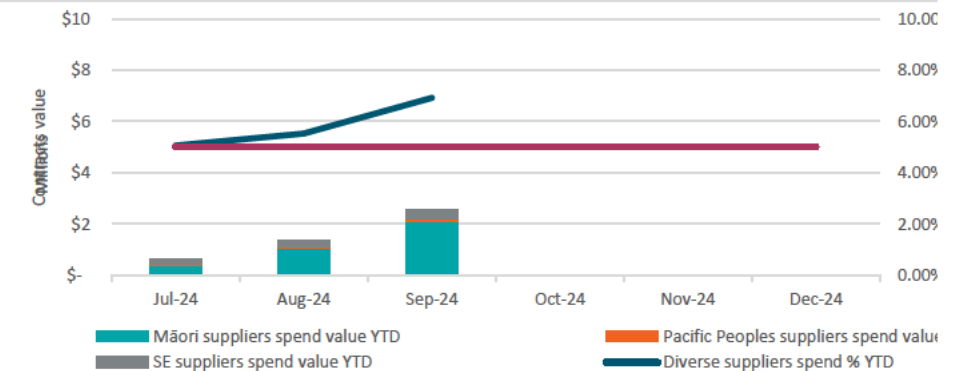
## KPI RESULTS

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



Q1 results are above target

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

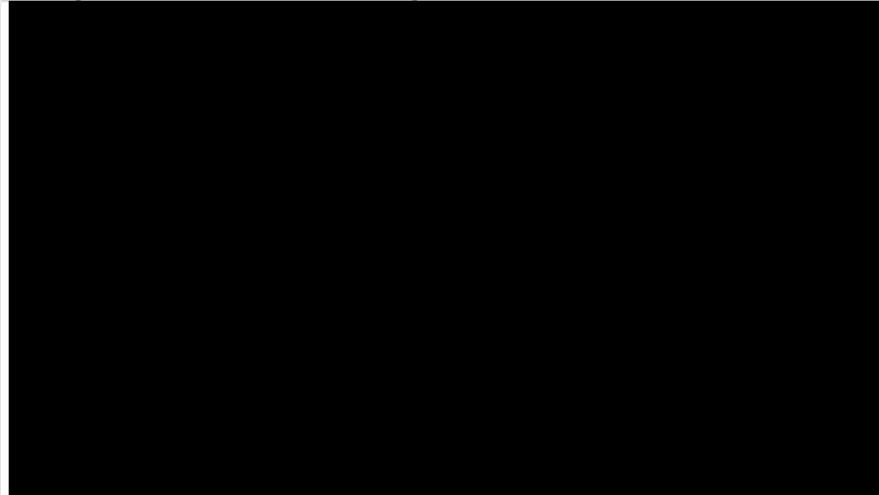


TAU's diverse suppliers spend % is **on track** at 6.92% against 5% target. The majority of the total diverse suppliers spend value was with Māori suppliers at the end of September (83%).

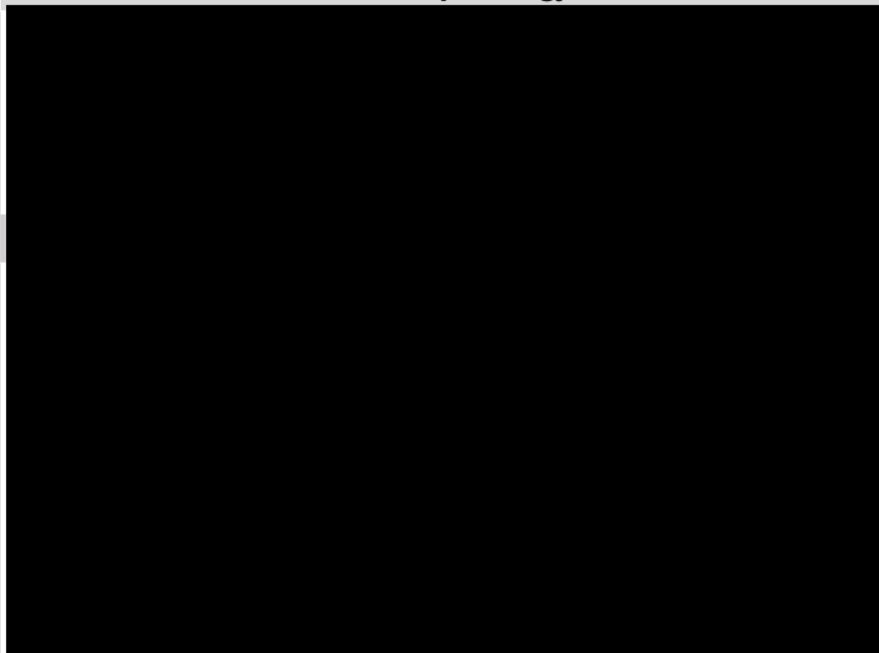
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific Peoples ownership (100% ownership if sole-proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

## Enabling activity

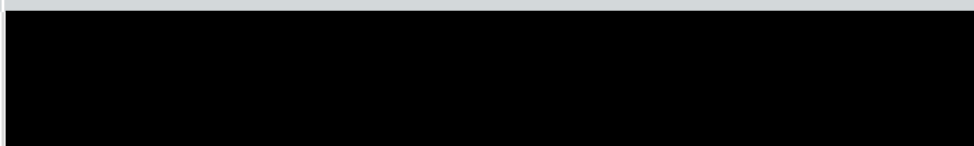
### Group Shared Services (GSS) Implementation



### Commercial Revenue & Partnership Strategy



### ICT Enhancement



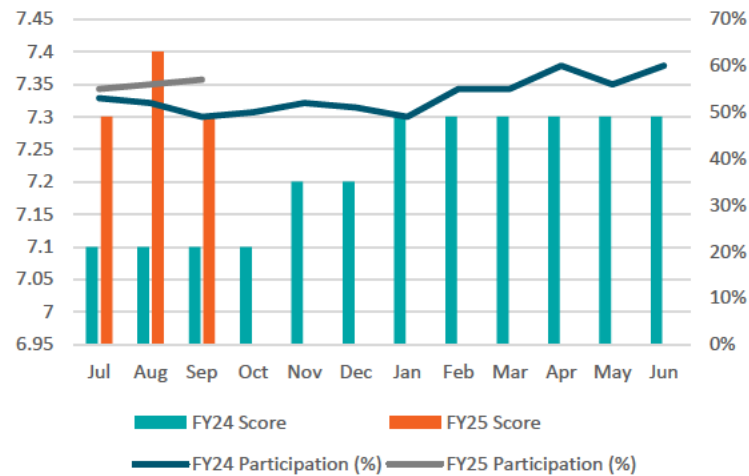
- **Council core infrastructure** council team going to provide TAU with their agreed SLAs with core infrastructure vendors such as Vector, so there is a common understanding of how long we may be without for example network connectivity in a customer facing scenario.
- **AI** – following a meeting with GSS to explain some of the TAU marketing team's use cases, they have agreed to take the lead on negotiation of a Chat GPT license for the Group, however in the meantime TAU users of the paid service will not be blocked from using the full functionality of the tool. In addition, TAU will trial the transcript functionality in Teams. The AI user group will meet for the first time next month, community of practice with regular think tanks to lift TAU's organisational AI maturity, embed AI into daily workflows, showcase existing use cases, create shared prompts, and identify new opportunities. They'll also share learnings and promote best practices across TAU.
- Good progress has been made on TAU's **Data** Governance framework, and the roadmap is firming up, covering activities across data culture, governance, quality, delivery of the Dexibit, in tandem with a number of quick wins for data quality for online sales in the Gallery and Health and Safety reporting. A specific roadmap is being developed to develop standardised, consistent, automated finance reports pulling data from TAU's Enterprise data platform. TAU will attend GSS Data workshops this month to help provide a current state view across the Group to the GSS Board.
- **CRM** project continues to deliver automated marketing journeys for the Zoo, work is starting on these now for the Gallery, along with a CRM solution for Grants and Sponsorship and Tourism, which should reuse the ACB/DPP solution. Technical discovery work has commenced to bring Ticketmaster customer data into Datacloud alongside the cultural organisations customer data. Personalisation use cases have been identified and enterprise wide solutions assessed.
- The team is undertaking a number of projects for **Stadiums** including a lost property solution and supporting with the implementation of Turnstiles.
- Refer to CE sub reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard.

### Risk

- A copy of the August 2024 presentation to Auckland Council Audit and Risk Committee has been included in the Board Resource Centre (Action Point 7).

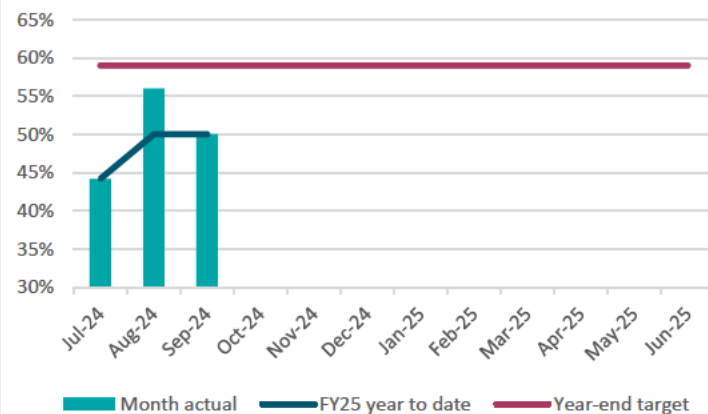
## KPI RESULTS

### OfficeVibe engagement score and participation



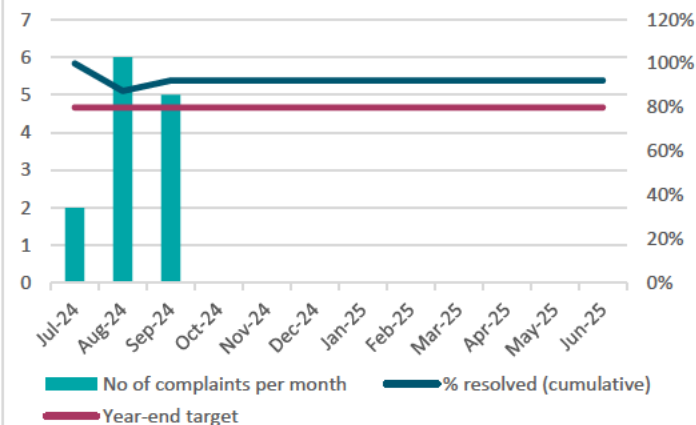
Participation has increased slightly this month to 57% and the engagement score has decreased to 7.3.

### % expenses through non-rates revenue



At 50%, the year to-date percentage of expenses funded through non-rates revenue was **below target** of 59% at the end of September.

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



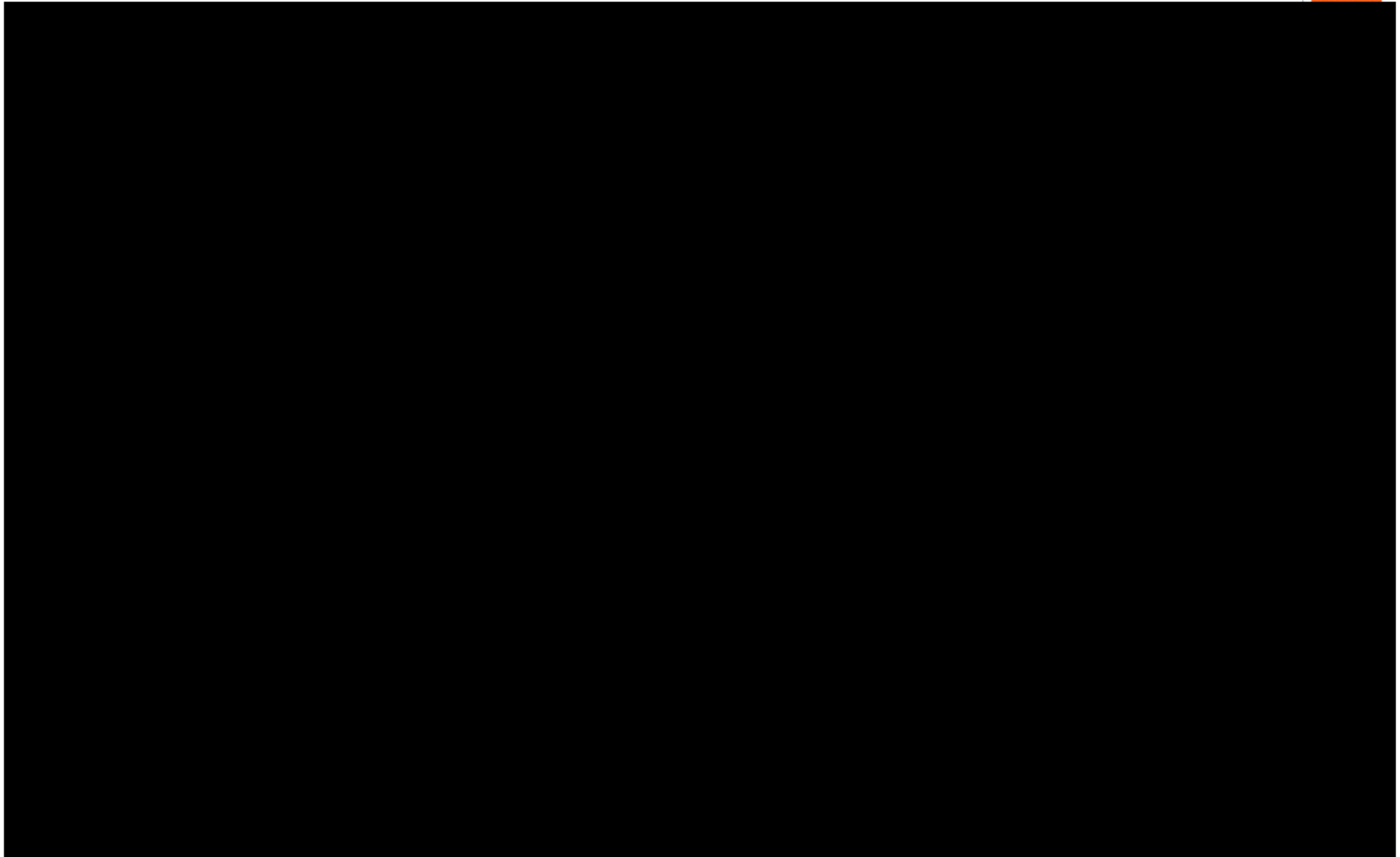
92% of complaints had been resolved within 10 working days YTD. **On target.**

## Schedule of Appendices

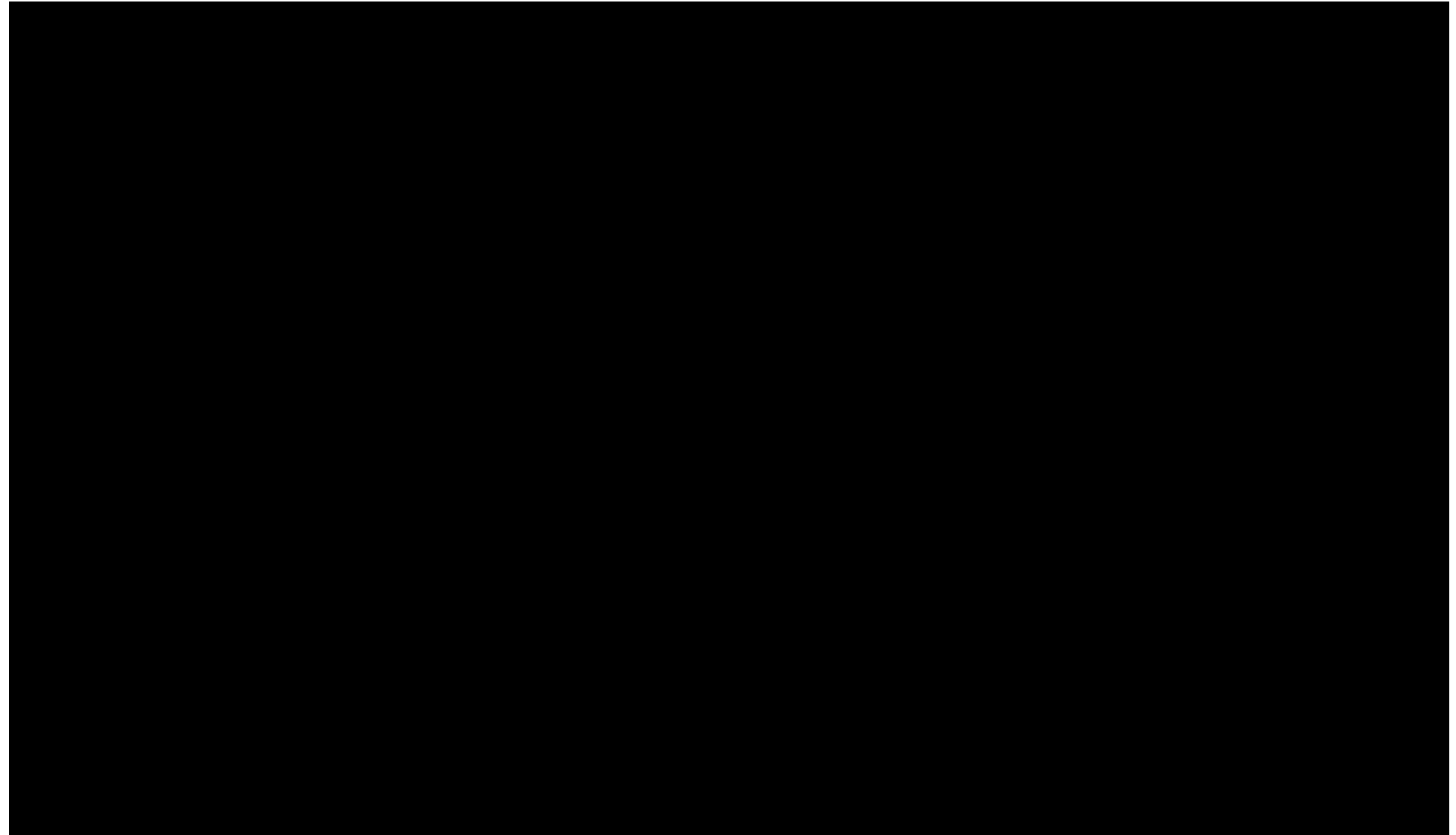
- |   |   |
|---|---|
| <b>1. Cybersecurity Dashboard</b>                                   | <b>(Monthly)</b>                          |
| <b>2. TAU calendar</b>  | <b>(Monthly)</b>                          |
| <b>3. Major Events project status</b>                               | <b>(Monthly)</b>                          |
| <b>4. Climate Change &amp; Environment Strategic Plan Dashboard</b> | <b>(Bi-monthly – included next month)</b> |

## 4. CE sub-reports in Resource Centre

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



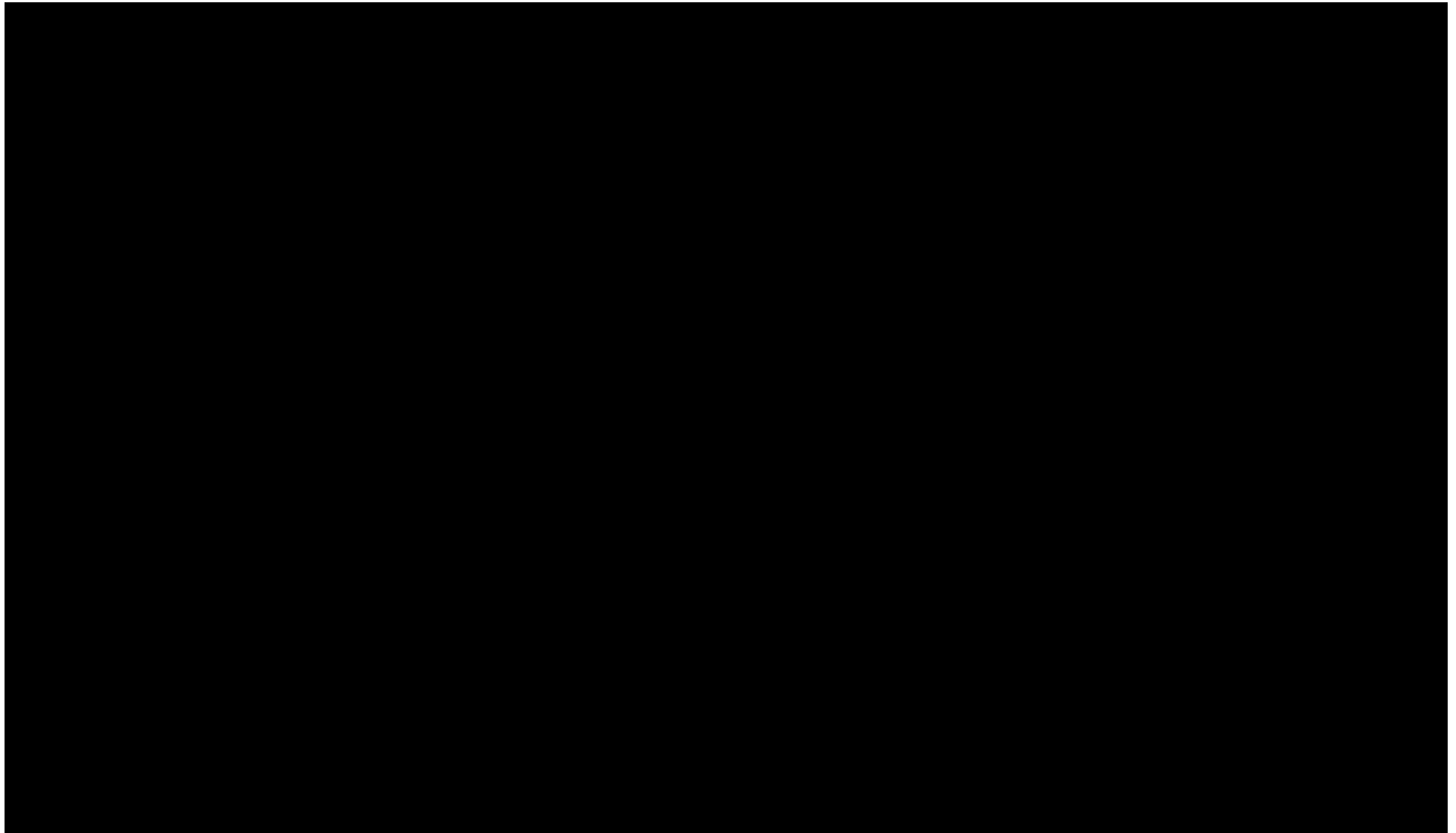
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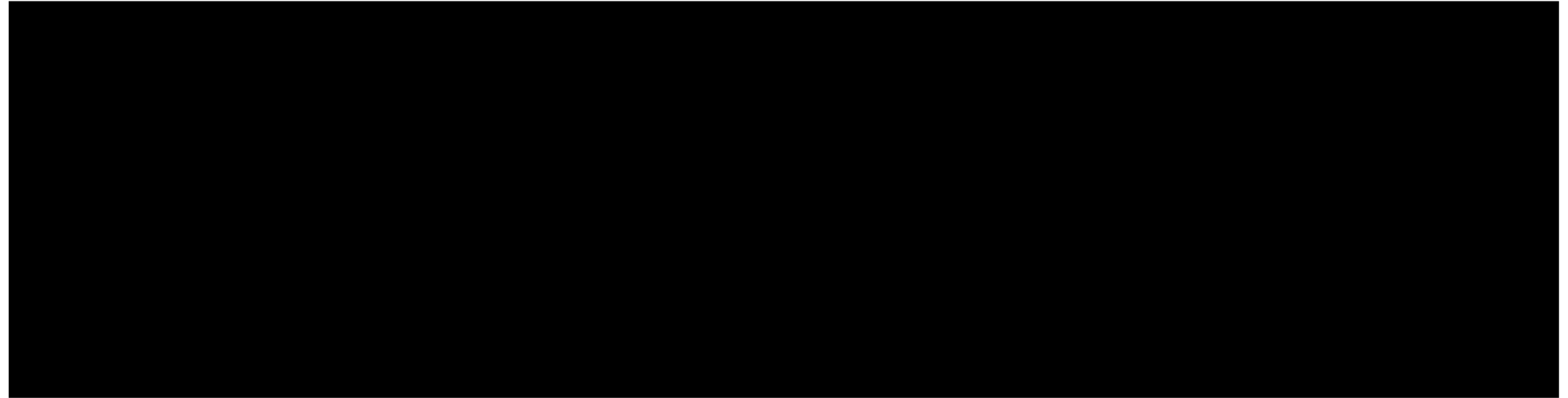


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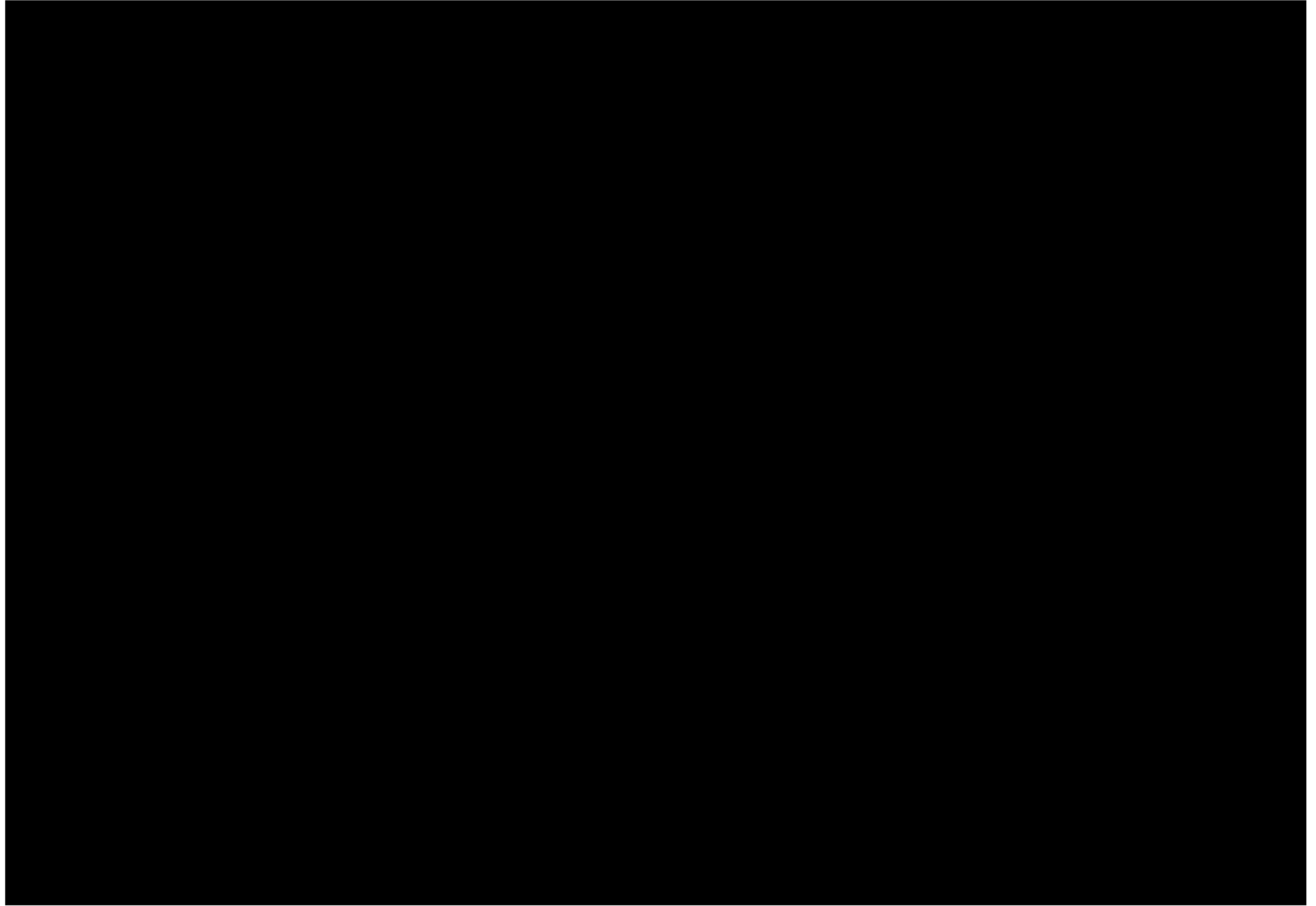
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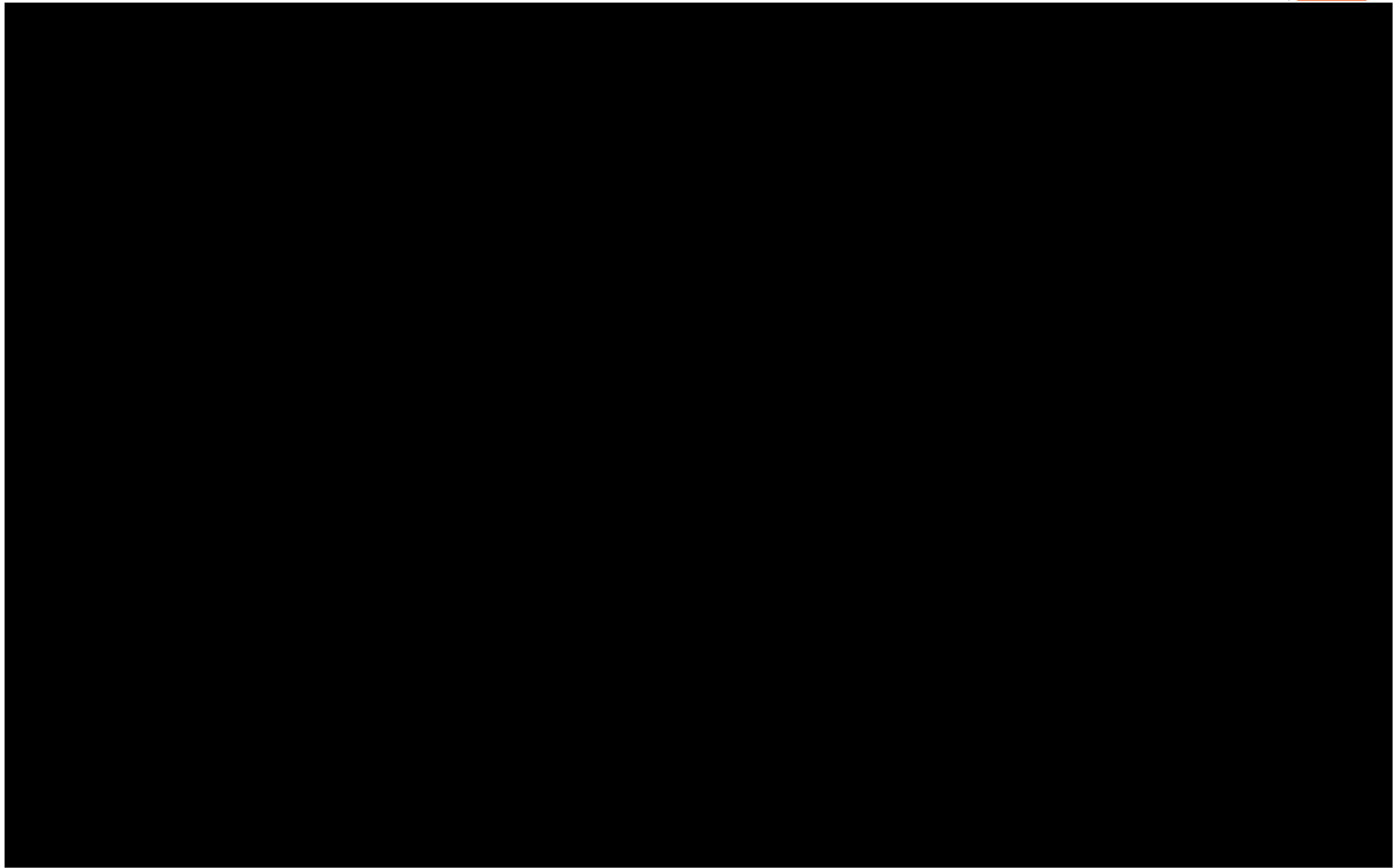
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# Monthly Operating Performance

Operating performance trend					
\$ million					
	Notes	FY 25 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
Net direct expenditure	A	25.2	25.7	0.5	94.3
Direct revenue	B	23.2	22.9	0.3	105.6
Fees and user charges		13.0	12.0	1.0	57.0
Operating grants and subsidies		2.1	1.8	0.3	26.2
Other direct revenue		8.1	9.1	(1.0)	22.4
Direct expenditure	C	48.4	48.6	0.2	199.9
Employee benefits		22.9	21.9	(1.0)	79.6
Grants, contributions and sponsorship		3.0	3.2	0.2	7.7
Other direct expenditure	D	22.5	23.5	1.0	112.7
Other key operating lines					
Vested assets		(0.8)		0.8	
Depreciation and amortisation		14.4	14.0	(0.4)	56.0
Finance & Interest		4.9		(4.9)	
Capital Grants to TAU+ Partners					
Capital investment trend					
Capital expenditure (incl. AFS)	E	17.9	21.2	3.3	86.0
Capital revenue					



## Key commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY24 which were not spent in the year and Auckland Council has approved this unspent budget being transferred to FY25.

A. Net Direct Expenditure is favourable for the quarter 1.

B. Direct Revenue: TAU overall has had a strong performance in key revenue areas, however the anticipated growth in Grants, Donation and Sponsorships is slower than planned.

C. Direct Expenditure: Costs are in line with budget, employee benefits are adverse due largely to additional casual staff being needed for revenue generating events.

D. Other expenditure is also in line with budget, 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 had a steady start to the year with 21% of the total budget spent year to date. Auckland Art Gallery Heritage Restoration Programme SP1 stage completed. Overall work continues with replanned timeframes (expected completion early FY26). HPAI Mitigations: Zoo is creating a new habitat to protect Flamingos and their new chicks (HPAI (“bird flu”) is spread by airborne droplets), this priority build forms part of the mitigation programme to protect our avian species that are normally housed in open space areas.