Board Meeting Agenda



10.00 a.m. Wednesday 22 February 2023

Limelight Room, L2 Te Pokapū Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration			
PUBLI	PUBLIC MEETING OPEN							
PROC	PROCEDURAL							
1	Agenda and Apologies	To Note	T & C	10.00 a.m.	5 mins			
2	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T & C					
3	Public Minutes 25 January 2023, Jennah Wootten	To Approve	T & C					
CE RE	PORT AND PERFORMANCE REPORT							
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) 3. Health and Safety Report (RC) 4. ICT Infrastructure Project Update (RC)	To Discuss	T&C	10.05 a.m.	55 mins			
APPR	OVAL PAPERS							
5	Q2 Performance Report to Auckland Council, James Robinson	To Approve	T&C	11.00 a.m.	20 mins			
DISCU	ISSION AND NOTING PAPERS							
6	Update on 27 January 2023 Flooding Impact on Tātaki Auckland Unlimited, Justine White and Darroch Todd		T&C	11.20 a.m.	40 mins			
7	Elton John Concert Cancellation, James To Note Parkinson		Т					
PUBLI	C MEETING CLOSE							
Lunch					20 mins			
CLOS	CLOSED MEETING OPEN							
LETTE	R OF EXPECTATION RESPONSE							
8	Letter of Expectation Response, Nick Hill and Justine White ¹	To Discuss	T&C	12.20 p.m.	1 hour 10 mins			

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¹ S6,7(2)(c)(ii),(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda





Item	Subject	Action	Trust/Co.	Start Time	Duration		
APPR	APPROVAL PAPERS						
9	Confidential Minutes 25 January 2023 and Action Tracker, Jennah Wootten	To Approve	T&C	1.30 p.m.	50 mins		
10	Art Gallery Exhibition Business Case, Kirsten Lacy ²	To Approve	Т				
11	Major Events Business Case, Richard Clarke ²	To Approve	С				
DISCU	DISCUSSION AND NOTING PAPERS						
12	CCO Performance Measures and Targets ³ Alistair Cameron – CCO Governance Peter Chew - KPMG James Robinson	To Discuss	T&C	2.20 p.m.	40 mins		
	Close of Meeting			3.00 p.m.			

² S7(2)(f)(i),(h),(i) LGOIMA 1987 ³ S7(2)(f)(i),(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
Jennah Wootten	Acting Chair	Generate Global (Director and Shareholder)	Aktive – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) NZ Film Commission (Chair) (from 1 Oct 2022) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee)		The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder) Microgem International Plc (Shareholder)		
Hinurewa Te Hau (Hinu)	Non-Executive Director	Matariki Cultural Foundation (Trustee) Matariki Global Holdings Limited (Director) Taamaki Records Limited (Director) Otamatea Pioneer & Kauri Museum Board (Trustee) Hawaiki TŪ Foundation (Trustee) TEC Workforce Development Council Services (Director)	Director Creative Industries/Services Vocational Learning Creative Northland Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally	

Jen Rolfe	Non-Executive Director	Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee)	New Zealand Marketing Association (Member)	 Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare. Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Auckland Unlimited consultant).
Graeme Stephens		 New Zealand Hotel Holdings (Director) Kamari Consulting Limited (Director and Shareholder) SkyCity Entertainment Group (Shareholder)) 		
Dan Te Whenua Walker	Non-Executive Director	 Tahu Hikuroa Foundation (Chair) New Zealand Māori Tourism Society (Deputy Chair) School of Indigenous Studies Limited (Director) Whanau Mārama Parenting Limited (Director) Korowai Hikuroa Consulting Limited (Director and Shareholder) Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) Ngati Ruanui Tahua Limited (Shareholder) Ngati Ruanui Fishing Limited (Shareholder) Te Topuni Ngarahu General Partner Limited (Shareholder) Ngā Whaotapu (Trustee) Māori Creative Foundation (Trustee) Meremere Marae Charitable Trust (Trustee) Stanmore Bay Primary School (Trustee) Indigenous Growth Limited (Advisory Board Chair) Innovation Programme for Tourism Recovery (Advisory Panel Member) Massey University Executive Education (Advisory Board Member) Digital Advisory Board of MIT (Advisory Board Member) University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) Sarcoma Foundation NZ (Board member) Child Cancer Foundation (Board member) Ronald McDonald House (Board member) Innovation Programme for Tourism Recovery Advisory Panel (Member) Tourism Innovation Hub Development Advisory Group (Member) 		



February 2023

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-23	 Letter of Expectation Financial reporting for the ½ Year ended 31 December 2022 Recommendation for MOTAT Boards appointments 	CEO Report		 Risk Committee – 19 Jan (½Y Acts) Board Meeting – 25 Jan (½Y Acts)
Feb-23	 Q2 Performance Report Letter of Expectation	CEO Report Update on storm and flooding impact	Board Strategy Session – 9 Feb	 Destination Committee – 2 Feb Māori Engage Committee – 8 Feb Board Meeting – 22 Feb
Mar-23	 Annual Plan FY24/25 Draft 2024 -2027 Statement of Intent Q2 Risk Report to Council 	CEO Report Board Evaluation		Remuneration Committee – 22 March Capital Projects Committee – 22 March Board Meeting – 29 March
Apr-23	Q3 Performance ReportQ3 Risk Report to Council	 CEO Report Annual insurance renewal Auditor engagement and fees FY24-26 		Destination Committee – 17 April Board Meeting – 26 April
May-23		CEO Report		Māori Engage Committee – 17 May Risk Committee – 22 May Board Meeting – 31 May
Jun-23		CEO Report		



February 2023

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-23	 Public Board meeting - shareholder feedback on SOI Draft 2023 -2026 SOI Financial reporting for the year ended 30 June 2023 Q4 Risk Report to Council Recommendation for MOTAT Boards appointments 	CEO Report		 Capital Projects Committee – 17 July Destination Committee – 20 July Board Meeting – 26 July
Aug-23	Q4 Performance Report TAUT Annual Report	CEO Report		 Māori Engage Committee – 16 August Risk Committee – 23 August Board Meeting – 30 August
Sep-23	TAU Trust Annual Report	CEO Report		 Remuneration Committee – 6 Sep Capital Projects Committee – 20 Sep Board Meeting – 27 Sep
Oct-23	 Public Board meeting - performance against SOI targets for Year Ended 30 June 2023 Q1 Performance Report Q1 Risk Report to Council 	CEO Report		Destination Committee – 18 Oct Board Meeting – 25 Oct
Nov-23	TAUL Annual Report	CEO Report		Risk Committee – 10 Nov Māori Engage Committee – 15 Nov Board Meeting – 29 Nov
Dec-23		CEO Report		No Board Meeting



Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 28 February 2023

1. Introduction

- The significant weather events that affected Auckland over the last 4 weeks have been managed effectively by TAU. However, the damage has created short- and long-term costs for TAU.
- The Elton John concert was scheduled to start as the storm intensified leading to the cancellation of the event. The decision-making process leading to the eventual cancellation of the event will be reviewed by TAU consistent with the formal review of the emergency by the Council.
- We continue to provide advice on the finalisation of the Council's budget proposal which will see a net reduction of \$44m of rate payer funding to TAU.
- The broad implications of the proposed budget and the Mayor's Letter of Expectation have been shared with staff. This is a time of high anxiety and stress for many of them.
- Notwithstanding the weather and budget challenges, staff continue to focus on delivery of our programmes and events for Aucklanders.

2. Finance update



Financial information withheld pursuant to NZX Listing Rules

Capex results will be included in March



Strategic Plan implementation

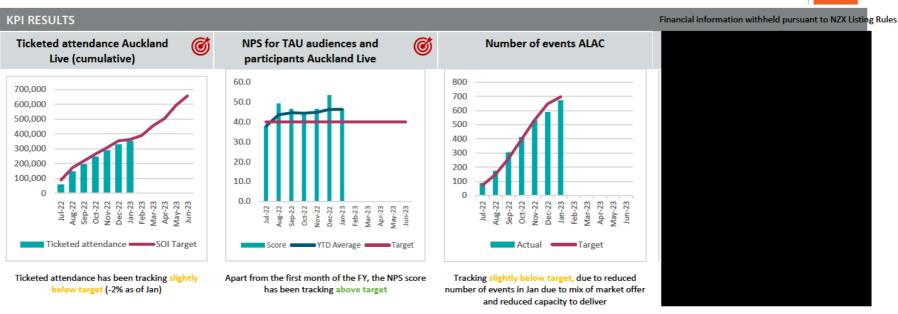
Experiences and Events

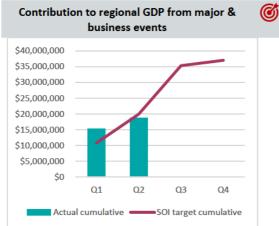
Auckland Live	Major Events		Auckland Conventions & Business Events
 An unusually high volume of events due to reschedules and changes to international touring schedules has seen a 47% increase on audiences in comparison to January 2020. As a result of severe weather event on 27 Jan, water made its way into the Aotea Centre's Hunua Rooms. As a result, the <i>Renaissance – The Age of Genius exhibition</i>, had to be moved to the Civic Theatre. In comparison to the previous year's offer, the ticket sales are considerably lower, as a result of local audience movement out of the region compared to the lockdown environment of 2022. Overall, the number of audience attendances is down on budget, due to mix of programming and no larger multi-week blockbuster events delivered in Q2. 	Auckland Lantern Festival, be cancelled due to the sex Auckland's State of Emerge		Manager, Convention Sales has been appointed and will commence at the end of February Auckland Convention Bureau 11th Imamia Medics International Conference in Nov 2023
FIFA Women's World Cup 2023		City wide Events Calendar	
The Unity Pitch activation (FIFA's unique multi-coloured football pitch), successfully			agement re existing systems and transition/alignment to single

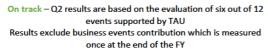
- delivered from 19-22 January at Te Komititanga Square.
- The US Women's National Team vs Ford Football Ferns 'friendly' was held on 21 January at Eden Park with a record crowd for the Football Ferns of 12,7k.
- TAU Brand team led shoots for both of the above for TAU Brand Library and FIFA
- The Governing Body workshop which was scheduled for 1 February was postponed due to Auckland's State of Emergency.
- FIFA WWC 2023 International Women's Day campaign briefed to internal Brand & Marketing team.
- Play-Off Tournament is still on track to take place from 17-23 February at North Harbour Stadium, with preparations and contingencies for Cyclone Gabrielle underway. Destination-focused creative delivered by the TAU brand team for contracted media buy in key locations across Auckland and near Play-Off Tournament venues.

- process for City Wide Events Calendar to allow automated process.
- Integration and web platform development in progress for the city-wide interface.
- Engagement with Ticketek, Ticketmaster and Eventfinda re integration of published event content into City Wide Calendar database.
- TAU Business awareness session planned with ropū directors of NZMM, Zoo and AAG for 15 Feb. Following that Business Readiness sessions with SMEs of NZMM, Zoo & AAG will be scheduled.



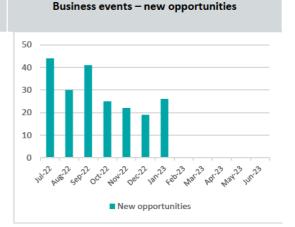






Business events secured 30 \$12,000,000 25 \$10,000,000 \$8,000,000 20 \$6,000,000 15 10 \$4,000,000 5 \$2,000,000 \$0 Events secured Economic value

Auckland Convention Bureau secured 10 new business events in January, which will generate almost \$2m of economic benefit to the region



Auckland Convention Bureau generated 26 new business events opportunities for Auckland in January, with a forecast total estimated impact value of over \$8.8m, generating 21,930 visitor nights from a total of 6,291 attendees



SOI measure or component of SOI measure



Taonga and Places

Auckland Zoo

- Despite heavy rain in early January and severe flooding that closed the Zoo in its entirety for four days at the end of January, the Zoo still achieved its second highest ever monthly visitation – 98.3k visits.
- Flood impacts like much of Auckland, the Zoo was heavily impacted by flooding on 27
 January. There was a fantastic response by staff, despite unprecedented water levels,
 and all staff and animals were made safe.
- Damage and contaminated flood water meant that the Zoo could not be reopened to visitors in January.
- Auckland Zoo Lates, including joint events with MOTAT (which operated the aviation
 museum and tram on the same evenings) began in mid-January, though poor weather
 impacted attendance overall.

Auckland Art Gallery Toi o Tāmaki

- The Gallery was impacted by the major flood event water found its way into a basement collections area, which meant the Gallery team had to move about 250 art works and battle to re-direct water.
- Frida Kahlo and Diego Rivera: Art and Life in Modern Mexico, closed on 22 Jan, and
 exceeded both its total attendance target (75k) and ticketed attendance target (55k).
 Frida's total attendance (76k surpasses even that of 2015's Light Show (73k attendees),
 despite Light Show running for three weeks longer. Based on historic records of ticketed
 exhibitions, Frida ranks second with 776 pax a day, just behind Degas to Dali's 924 daily
 average in 2012.
- Record visitation with 78k visitors through January, so the Gallery has now welcomed 300k visitors for the FY and is on track to exceed annual target of 420k with LIGHT from Tate 1600's to now, opening on 24 February.
- Ockham Awards: the Gallery has been nominated for two books on New Zealand art in this year's Okhams.

NZ Maritime Museum

- January visitation far exceeded plan this month with 17,8k visitors connecting with the
 museum's galleries, vessels, retail shop, event spaces and cafe. This is 124% ahead of
 forecast for the month.
- The museum obtained, from the Fairfax auction, a significant collection of Rainbow
 Warrior photographs repatriating these heritage images from the US. It also negotiated for the acquisition of new art works by Dame Robin White and Elizabeth Thomson.
- New waterfront walking tours have been developed and trialled along with an exhibition 'touch experience' for Captains, Collectors, Friends & Adventurers in the Edmiston Gallery.
- The Museum experienced some leaks to the galleries and Learning Centre due the Anniversary Weekend flooding. Some collection damage followed.
- The Lotteries supported digitisation programme has now reached a milestone of 25k images online.

Auckland Stadiums

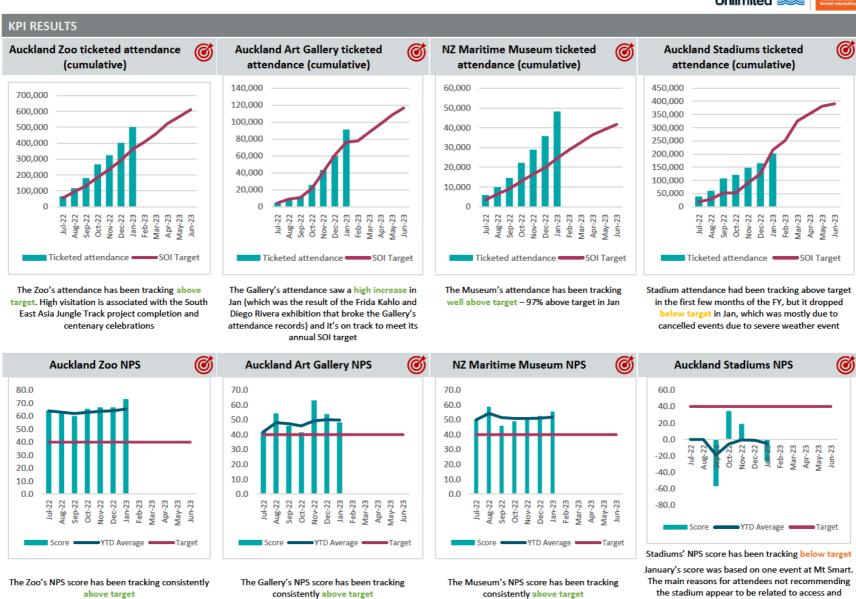
- Mt Smart Stadium hosted the highly successful Red Hot Chili Peppers concert on 20
 January, which attracted 40k people. A strong food and beverage performance
 contributed to a very good financial result.
- The devastating weather event on 27 January resulted in the cancellation of both Elton
 John concerts at Mt Smart. The timing of the weather event resulted in the Friday
 concert being cancelled after gates had opened, necessitating the implementation of
 show stop procedures.
- The same weather event saw the cancellation of the Laneways Festival at Western Springs on 30 January.



Single Operator Stadiums Auckland (SOSA)	Western Springs Precinct
Council commitment to SOSA confirmed in new Letter of Expectation.	
Aotea Creative Quarter	Auckland Film Studios Sale
Meetings continue with Auckland Council and the midtown regeneration team regarding consolidating plans across council whanau related to the area.	



transport in and out of the venue, accessibility, and long queues



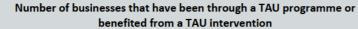


Future Economy

Phase 1 of the 'Digital Manufacturing Light' pilot, in partnership with University of
 Auckland, is complete. Auckland business Spiraweld Stainless, which manufactures spiral welded pipes, participated in the pilot by retrofitting technology to legacy machines. The pilot validated the benefits of the programme, including increased productivity. Medtech Innovation Quarter (proposed precinct in city centre) partners are showcasing the capability of Auckland's tech industry at a Parliamentary Medtech Innovation event in Wellington, hosted by Hon Dr Ayesha Verrall, Minister for Research, Science and Innovation. Amia has been procured to pilot a cultural capability programme with two significant tech companies. The pilot will address findings from Te Au Hangarau - research identifying barriers to Māori participation in the tech industry. 1157 GridAKL community members working in the Wynyard Qtr campus, 102 in the Reserve/Glen Innes online group 'Estblshd', and 71 entrepreneurs signed up to the TUKUA business development programmes with GridMNK in southern Auckland.
APTR Funding Gap
Planning for alternative funding for tourism and events attraction continues. TAU held one on one meetings with representatives from Auckland International Airport, Hotel Council Aotearoa, Air New Zealand, Heart of the City, Hospitality NZ, RTNZ, and TIA to discuss how they can play a role in the funding gap solution.





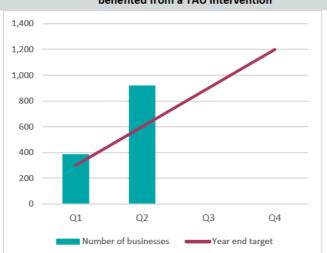




Attributable value of private sector investment secured during the year







Result reported quarterly On track

Based on draft results



Results reported six-monthly

Reached the end-year target, based on draft result based on eight screen

deals

Screen permits processed



There was an increase in screen permits processed in Jan

This year's permits numbers are tracking well above last year's results



Brand and Reputation

Visitor	Events	Cultural Organisations
Australia Spring burst of Auckland is Calling campaign in VIC and NSW achieved cumulative 14.9 million impressions. Visit Auckland Partnership Programme funds, raised from the visitor economy, will be invested in an Auckland is Calling campaign in VIC and NSW markets over autumn. Domestic TAU has partnered with Tourism New Zealand to support their Urban Discovery campaign in March / April. The domestic component led by TAU will focus on key drive markets in the lead-up to Easter school holidays.	 Major events Haka is Here launched mid-Jan in support of Te Matatini at Eden Park. The Summer is Calling campaign was paused in light of Auckland's state of emergency. Marketing campaign planning in support of Elemental AKL 2023 commenced. 	Maritime Museum A radio campaign aired on NZME stations to advertise the Maritime Museum's Jan School Holiday Programme. The Museum's Jan website traffic was the highest since analytics have been captured with more than 90k page views (previous record 72k). Auckland Zoo The Zoo ran a successful Xmas gifting mini-campaign for three weeks in Dec to complement the previous month's South East Asia Jungle Track visitation campaign.
Investment and Industry	Auckland brand and reputation	Digital Auckland
 Climate Connect Aotearoa: Interview with CE of Los Angeles Cleantech Incubator; Briefs created for Wāhi Mātauranga and website phase 2. Tech Economy: Marketing plan completed; Media partnership proposal sent to NZ Tech; International Talent Attraction brief completed. Project Ikuna: Summer marketing campaign in market. Creative Industries: Henderson Creative Quarter marketing plan underway; draft vision document for consultation finalised. Auckland flooding business support: 3 x eDMs to Auckland businesses across general, visitor economy and screen sectors providing links to flood support and resources. 	 FIFA leverage and legacy: International Women's Day campaign briefed. FIFA campaign: Destination-focused creative delivered for contracted media buy near venues. In-house design and collateral for Auckland Lantern Festival and Auckland Destination Trade. In-house video for NZ Story APEC. 	Refer to Appendix 4 for further details Design completed Trop #2 of the build completed and ready to test SEO agency commences work this month Content creation underway Solution design for measurement framework presented and awaiting approval from TAU Marketing campaign has been briefed to media & creative agency Stills and video shoot brief underway Sunsetting plan underway for social and EDM channels Change and stakeholder engagement plan underway Privacy assessment underway







Organisation and Social Enterprise

Culture and Values

- The **Culture** Framework (Vision, Purpose and Values) will be added to the Board Strategy Day for discussion on 9 February.
- The Delivery Team continue to develop collateral to communicate the new values in alignment with key strategic messaging as it is available.

ICT Enhancement

- Discovery work is ongoing to confirm the scope of each of the streams of work, which
 requires validation as fit for purpose for TAU.
- The data and integration platform continues to be delivered in line with the City Wide Calendar and Digital Auckland Hub timeline requirements.
- SAP migration for NZMM and integration with Ungereboek scoping work has commenced.

Commercial Revenue & Partnership Strategy

Work continues to develop a fit-for-purpose partnership strategy that supports
diversification of revenue streams, which can be flexibly applied across both public and
private sectors.

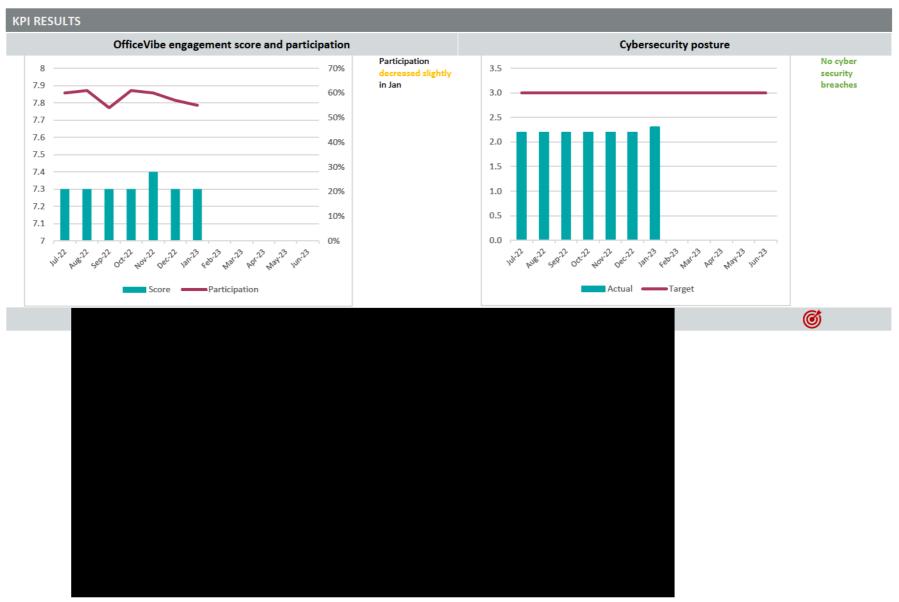
Implementation requires a change in thinking and behaviour to take a TAU approach (rather than having an individual business unit or rōpū focus).

- Further TAU wide commercial revenue strategic actions (relating to non-event revenue) to be developed.
- Commercialising media assets discovery project procurement complete. Phase 1, discovery to be completed April.

Project Synergy

- Phase 1 to create a single campaign 'go to market' process commenced in January, with workshops due to be held in mid-February. External consultant Operative contracted to deliver workshops to ensure new way of working is understood and can be embedded.
- Preparing for selection of CRM and eDM solutions requirements for CRM and eDM to be finalised in February and procurement plan and RFP documentation underway. Customer strategy engagement underway. Change impact analysis commenced to understand and plan for change impact on staff.
- Key Food & Beverage revenue identifying scale and opportunity complete, and planning
 of implementation activities to achieve uplift of benefits underway with a view to
 implement changes required by 1 July.
- Sponsorship consultant procurement complete and consultant commenced.
 Analysis/reports expected to be completed by mid to end of May 2023.





Financial information withheld pursuant to NZX Listing Rules



Māori employees.



Māori Outcomes

Maori Outcomes				
Kia ora te Rangatahi Realising Ranga Potential	tahi Kia ora te A	hurea Māori Identi	ty and Culture	Kia ora te Umanga Māori Business, Tourism and Employment
 TupuToa Intern Programme: Six interr worked across TAU as part of a 12-wee programme aimed at increasing the nu Māori and Pacific leaders in the workp corporate sector; this finishes at the erfebruary. Amia has been procured to pilot a cult capability programme with two signifit tech companies. The pilot programme address findings from Te Au Hangarau research identifying barriers to rangata Māori participation in the tech industr A partnership with EMA and Whāriki h commenced to identify and develop refor employers to build culturally safe workplaces for rangatahi Māori to thri 	k intern mber of ace and d of ral ant aims to hi s cources k intern mileston TAU-dev commen a microsi conjunct support i voluntee M9 Taku sponsors celebrati retentior Tāmaki h opportur festival's	milestones to date met and the budget tracking a slight underspend. TAU-developed regional promotion campaign, Haka is Here, has commenced. A programme of festival-related activations across the ci a microsite information hub, and a PR and communications campaign conjunction with Te Matatini also form part of the Council whānau support for the festival. TAU also supported the festival to recruit 400 volunteers for the event. • M9 Taku ihi! Taku wehi! Taku wana! - The Civic 21 February: TAU sponsorship supporting 200 rangatahi and iwi delegates to attend this celebration of te ao Māori and the role kapa haka plays in cultural retention.		 Council's LTP Māori Outcomes Fund for strategic initiatives is under review. Early indications are that the Māori economy focus will need to be on promoting local events, experiences and iwi lead initiatives. Council is seeking from TAU a strategy for Māori Performing Arts inclusive of kapa haka. A highlevel sector hui is proposed before the end of June to link employment, business and tourism outcomes with the culture and identity outcome. Māori Economy Action Plan - the scope of this plan is being reviewed in consideration of the Mayor's Letter of Expectation and the realignment of the overall Māori Outcomes Framework to reflect a focus on events, experiences and tourism. The University of Auckland research collaboration is guiding this work.
Kia ora te Reo Te Reo Māori	Kia ora te Taiao Ka	itiakitanga	Kia ora te Hononga Effective Māor Participation	Kia Hāngai te Kaunihera An Empowered Organisation
Bilingual signage at Aotea Centre, The Civic, Auckland Town Hall, Bruce Mason Centre, Shed 10 and The Cloud complete. NZMM bilingual signage on track for completion by early March. Work underway on a proposal for bilingual signage at the Viaduct Events Centre.	on TAU's proposed on Unitary Plan Sit Significance to Ma	agement & feedback approach to filming es and Places of na Whenua een Auckland, Māori	 The Māori Engagement Board Committee has its first meeting 15 February. This will be an internal meeting with TAU Board members; t agenda will focus on the mechanism for membership and confirmation of committee focus. Initial hui held with Te Kawerau a Maki to introduce He Kāinga Mā Ngi Toi Henderson Creative Quarter and invitation to provide strategic input into early-stage direction-setting of this mahi led by the Investment & Industry rōpū. 	and capability in using te reo Māori in everyday life as well as growing knowledge of te ao Māori, Te Tiriti o Waitangi, values and tikanga. All 110 places in the first cohort have been taken up.





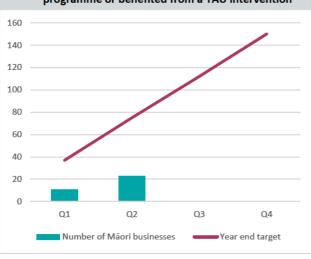
Number of Māori businesses that have been through a TAU programme or benefited from a TAU intervention

KPI RESULTS

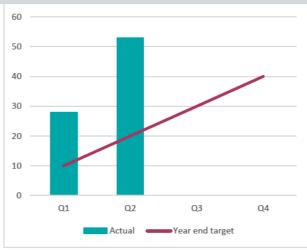


Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau





Result reported quarterly Based on draft results - although currently low, this number is expected to grow significantly across the year as programmes roll out as planned



Result reported quarterly The target of 40 programmes has already been exceeded



4. Schedule of Appendices

<u>Cybersecurity Dashboard</u>: (Monthly)
 <u>Climate & Sustainability Dashboard</u>: (Bi-monthly)

<u>Project Synergy Update</u>: (Monthly until completion)
 <u>Digital Auckland Update</u>: (Monthly until completion)

5. CE sub-reports in Resource Centre

Finance Report (Monthly)
 Risk Report (Monthly)
 Capital Projects Update Report (Bi-monthly)
 H&S Report (Monthly)



Appendix 1: Cybersecurity Dashboard, January



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



Appendix 2: Climate & Sustainability Dashboard





Appendix 3: Synergy High Level Plan





Appendix 4: Digital Auckland – Status Report as at 8th February 2023







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

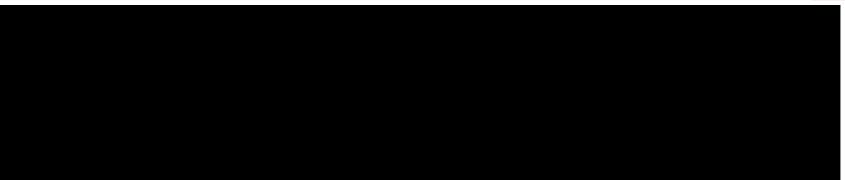


S7(2)(f)(i) LGOIMA 1987











Financial information withheld pursuant to NZX Listing Rules



Tātaki Auckland Unlimited - Quarter 2 Performance Report

Report to Board of Tātaki Auckland Unlimited

Meeting date 22 February, 2023

Author James Robinson, Head of Strategy and Planning

Reviewed by: Justine White, Chief Financial Officer

Approved by: Nick Hill, Chief Executive

Purpose of paper For Approval

Company and/or Trust paper Company and Trust

Proposed resolution That the Board:

- Approve the Quarter 2 Performance Report for the period ending 31 December 2022 for submission to Auckland Council; and
- **2. Delegate** the authority to the Chief Executive Officer to make minor changes prior to submission as required.

PURPOSE

The purpose of this paper is to seek approval from the Board of the Tātaki Auckland Unlimited Quarter 2 performance report for the period ending 31 December 2022.

EXECUTIVE SUMMARY

The Quarter 2 performance report for the period ending 31 December 2022, covers Tātaki Auckland Unlimited's outcomes on key projects/actions named in the Statement of Intent and performance against KPIs. The draft report is attached in Attachment 1.

The Board approved report is due to council by Friday 24 February and will be considered by the Auckland Council CCO Direction and Oversight Committee on Thursday 9 March.

BACKGROUND

The Quarter 2 report outlines the key performance of Tātaki Auckland Unlimited against our Statement of Intent, focussed on the activity of our three substantive delivery rōpū; Cultural Organisations, Investment and Industry and Arts, Entertainment and Events. In addition, the report provides updates on our contribution to Council objectives related to Māori Outcomes and Climate Change and Sustainability and provides a summary of our engagement with





local boards. The report also includes our financial performance and results against our Statement of Intent key performance indicators for Q2.

FINANCIAL

Financial information is provided in the report and is visible to the board as per the format requested by Auckland Council.

However, for the purposes of the open board agenda, all financial information has been redacted. This is due to restrictions applicable to Auckland Council and all controlled entities on the public release of financial and price sensitive information prior to the release of the Group Annual/Interim Report to the NZX.

Once the group results have been announced to the NZX on or about 28 February 2023 Tataki Auckland Unlimited will be free to release this financial information in the usual way.

RISK

Not applicable

LEGAL

Not applicable

CONSULTATION / MAORI OUTCOMES

The Māori Outcomes rōpū have been consulted and provided input into the Q2 Report.

RECOMMENDATION

It is recommended that the Board:

- 1. **Approve** the Quarter 2 Performance Report for the period ending 31 December 2022 for submission to Auckland Council; and
- 2. **Delegate** the authority to the Chief Executive Officer to make minor changes prior to submission as required.

Written by:

Reviewed by:

Approved by:

James Kogum

James Robinson

Head of Strategy & Planning

Atto

Justine White

CFO

Nick Hill

Chief Executive

ATTACHMENT SCHEDULE

39

Attachment 1 Auckland Unlimited Quarter 2 Performance Report for the period ending 31 December 2022

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Tātaki Auckland Unlimited

DRAFT Quarter 2 Performance Report
For the period ending 31 December 2022

This report outlines the key performance of Tātaki Auckland Unlimited, which includes regional facilities, economic development and visitor economy-related activities and investments

Tātaki Auckland Unlimited Q2 summary

Highlights, issues & risks for the quarter

Acknowledgement:

TAU acknowledges Mark Franklin, TAU Chair, who passed away in November 2022. Mark was appointed Chair of Auckland Tourism, Events & Economic Development in November 2018, and then became founding Chair of the newly merged entity Auckland Unlimited (now TAU) from September 2020. His passion for people, for Auckland, and for the work TAU does was an inspiration for those who worked with him. The legacy of his leadership lives on in the organisation which he played a huge role in shaping.

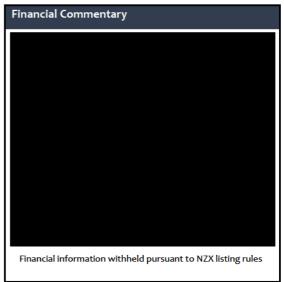
Highlights:

- Ticketed attendance across TAU's venues and events was tracking at 16.5% above the SOI target at the end of the second
 quarter. Further, the net promotor score across all venues was 45, five points above target.
- The Indonesian swamp forest, the last part of Auckland Zoo's South East Asia Jungle Track project, opened on 22 October.
- Auckland Zoo celebrated its 100-year anniversary on 16 December with a new interactive centenary exhibition.
- Auckland Art Gallery's Frida Kahlo and Diego Rivera exhibition opened on 15 October and went on to break records.
- The Auckland Diwali Festival was back for the first time since 2019, with record-breaking participation of more than 100,000 people.
- The FIFA Women's World Cup 2023 Official Draw took place on 22 October at the Aotea Centre. The event attracted
 about 800 attendees and the international media's attention.
- Climate Connect Aotearoa, a hub for collaborative climate innovation, was launched on 20 October.
- GridAKL hosted an international trade delegation from Finland, including its Prime Minister, on 1 December.
- Two new sound stages opened at Auckland Film Studios (AFS) on 9 December. The new AFS addition is expected to facilitate hundreds more high-skilled screen production jobs.
- Council's Planning, Environment and Parks Committee unanimously supported a joint TAU/Council request to pursue a
 plan change for filming on scheduled Sites and Places of Significance to Mana Whenua.

Issues/Risks:

Through Council's Annual Planning process for FY 2023/24, TAU has been asked to find \$44m of operational cost savings. The organisation will go through a major change programme to achieve the savings and it will be critical to maintain focus on the delivery of the current programmes and services.

Financials (\$m)	YTD actual	YTD budget	Actual vs Budget
Capital delivery			
Direct revenue			
Direct expenditure			
Net direct expenditure			



Key performance indicators	Previous	FY 23 Quarter 2			
	Year	YTD Actual	FY Target	Status	Commentary
No. of people issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events. (LTP measure)	751,857	993,720	1.82m	On track	
The percentage of operating expenses funded through non-rates revenues (LTP measure)	33%		47%		

Financial information withheld pursuant to NZX listing rules

Strategic focus area – Investment and Industry

Key commentary

At the end of Q2, total annual net direct expenditure for Investment and Industry was support).

Financial information withheld pursuant to NZX listing rules

excluding corporate

Highlights:

- TAU received three accolades at the Economic Development NZ Awards: Best Practice Premier Award for Activate Tāmaki Makaurau; Best
 Practice Award for Business Recovery Support for Activate Tāmaki Makaurau; and Commendation Award for Inclusive Economic
 Development for Project Ikuna.
- Climate Connect Actearoa, a hub for collaborative climate innovation, was launched on 20 October.
- **GridAKL** hosted an **international trade delegation from Finland** on 1 December. The delegation was taken through GridAKL innovation precinct, where it met with the region's tech space innovators.
- Two new sound stages opened at Auckland Film Studios (AFS) on 9 December. The AFS addition is expected to facilitate hundreds more high-skilled screen production jobs.
- TAU provided ongoing support for place-based projects including Auckland City Centre, Southern Corridor Economic Masterplan, and Eke Panuku Unlock initiatives.
- Council's Planning, Environment and Parks Committee unanimously supported a joint TAU/Council request to pursue a plan change for filming on scheduled Sites and Places of Significance to Mana Whenua.

Issues/Risks:

- The visitor economy continues to be impacted by hospitality staffing shortages, rising costs, delays, and the slow burn return of tourism and
 associated revenue and visitor numbers.
- The year to December 2022 saw 963k international visitor arrivals through Auckland International Airport, an increase of 573.2% on the previous year but down 64.7% compared to pre-Covid levels (2.73m in YE December 2019). The month of December, saw 256.5k arrivals, up on last year, but still down 31.6% compared to pre-Covid levels (375.1k in December 2019).

Strategic context

The Investment and Industry Rōpū supports the growth of quality jobs by working with industry across business support, business, talent and investment attraction, workforce and sector development and convening sectors – including the visitor economy – to support them to thrive in Auckland.

Key programmes of work	Status	Description	Outlook
Visitor Economy	On track	TAU's Visitor Economy team focuses on leading and partnering in destination marketing and advocating or co-ordinating in destination management.	The 2022 Iconic Auckland Eats were announced on 25 November. The initiative, developed by TAU, is now in its third year and aims to support local food and beverage businesses and build Auckland's reputation as a gastronomic destination. Progress towards Destination Management Plans continues with feedback continuing from local boards (Great Barrier, Waiheke). The Auckland is Calling campaign targeting Australian and domestic visitors that ran from November 2021 – November 2022 concluded with strong results, with 14.9m total impressions for Australian campaign and 147k+ clicks to aucklandnz.com, 29m+ impressions and 5.8m+ completed video views for domestic campaign.

Economic Transformation	On track	Providing insights, data and guidance and support for regional, local and place-based initiatives and focusing future investment on economic outcomes for south and west Auckland.	TAU provided ongoing support for place-based projects including Auckland City Centre, Southern Corridor Economic Masterplan and Eke Panuku Unlock initiatives. This includes co-ordinating and undertaking research for the Southern Corridor and input into the City Centre Action Plan. In addition, there was significant engagement with incoming local boards to support their Locally Driven Initiatives and Local Economic Development programmes over the next three years, with plans due to be completed by June 2023.		
Investment & Screen Attraction	On track	Attracting high-value business and investment to the city to maximise economic opportunities associated with infrastructure investment for long-term impacts. Screen attraction, infrastructure, and talent.	Two new world-class sound stages were opened at Auckland Film Studios (AFS) in Henderson on 9 December. The year-long construction project was made possible by \$30m funding from the Government and \$7.5m from Council. The construction was the first major addition to AFS since their last purpose-built sound stage was opened 16 years earlier. The development will support hundreds of high-skilled screen production jobs and more than 2,000 businesses in Auckland's thriving film industry. On 8 December, Council's Planning, Environment and Parks Committee unanimously supported a joint TAU/Council request to pursue a plan change for filming on scheduled Sites and Places of Significance to Mana Whenua. The next project phase involves developing the plan change, an MOU with iwi, and protocols for industry.		
Tech & Innovation	On track	Leveraging our role to grow Auckland's innovation ecosystem, including the ongoing development of GridAKL network and a climate innovation hub.	GridAKL hosted an international trade delegation from Finland on 1 December including its Prime Minister, Minister for Development Cooperation and Foreign Trade, and Finnish business leaders and academics to showcase Auckland's terminovation ecosystem. Auckland tech businesses provided demonstrations to trade delegation, including Ohmio's autonomous vehicle which is looking to extrade of the English of the E		

Strategic focus area – Cultural Organisations

Key commentary

At the end of Q2, total annual net direct expenditure for Cultural Organisations was support).

(excluding corporate

Financial information withheld pursuant to NZX listing rules

Highlights:

- Frida Kahlo and Diego Rivera: Art and Life in Modern Mexico exhibition opened at the Auckland Art Gallery on 15 October. The exhibition
 was popular with Aucklanders, with sold-out sessions and the highest visitation numbers for a ticketed exhibition since the new building
 opened in 2011.
- The Indonesian swamp forest, the last part of the South East Asia Jungle Track project the largest and most ambitious renewals initiative
 in the 100-year history of the Auckland Zoo opened to the public on 22 October. It was followed by the zoo's busiest Labour Weekend on
 record with nearly 17,000 visitors in three days.
- Auckland Zoo celebrated its 100-year anniversary on 16 December with a new interactive centenary exhibition and a year-long programme
 of centenary celebrations.
- Captains, Collectors, Friends & Adventurers exhibition opened at the New Zealand Maritime Museum on 1 December.
- With the return of cruise ships to Auckland, visitor numbers to the New Zealand Maritime Museum have significantly increased.
- Megaland, one of the world's biggest all-age obstacle courses, returned to Mt Smart Stadium in December.
- The Jack Johnson concert at Western Springs on 10 December was attended by approx. 8,000 fans.

Issues/Risks:

The organisation continues to focus on rebuilding attendances and visitation against a background of COVID-19 and city centre safety
cautiousness, resourcing challenges with illness, disrupted event calendars and increasing costs.

Strategic context

Important and unique cultural institutions and visitor experiences now sit within a Cultural Organisations Rōpū, enabling us to have a connected approach between cultural institutions, now and into the future.

Key programme of works	Status	Description	Outlook
Auckland Art Gallery Toi o Tāmaki	On track	Auckland's leading gallery of art houses a nationally important collection of more than 17,000 works from New Zealand and the world. Its purpose is to be a place for art and catalyst for ideas, offering experiences that strengthen and enrich our communities.	Frida Kahlo and Diego Rivera: Art and Life in Modern Mexico exhibition opened on 15 October. It showcased more than 150 artworks, including Frida's self-portraits and Diego's paintings of Mexican life. The exhibition was popular with Aucklanders, with sold-out sessions and the highest visitation numbers for a ticketed exhibition since the new building opened in 2011. Robin White: Te Whanaketanga Something is Happening Here exhibition, which was jointly developed by the gallery and Te Papa, opened on 29 October. It showcases more than 50 works from across Dame Robin White's 50-year career.

Auckland Zoo	On track	Auckland Zoo is a wildlife conservation organisation dedicated to building a future for wildlife. The zoo cares for wildlife, participates actively in national and international wildlife conservation programmes and research and creates extraordinary experiences for visitors.	The Zoo turned 100 in Dec. As part of the centenary celebrations, a new exhibition opened to the public on 16 December. It takes visitors through the evolution of Auckland Zoo, from its opening in Western Springs in 1922, to the active conservation organisation it is today. Discovery NZ and Magnetic Pictures' TV show about Auckland Zoo's conservation work, Wild Heroes, aired on 7 October through to 8 December. Despite very poor weather, visitation tracked well in the second quarter. High visitation is associated with the South East Asia Jungle Track project completion, centenary celebrations and Wild Heroes. On 7 November, the zoo welcomed two young Sumatran tigers. They arrived from zoos in the United States as part of an international breeding and advocacy programme for this critically endangered big cat. In December, the zoo received eight tara iti (Aotearoa's rarest breeding bird with fewer than 40 left in the wild) eggs for artificial incubation and hand-rearing.
NZ Maritime Museum	On track	The museum houses the most significant maritime collection in Aotearoa spanning vessels, artefacts, and archival material. The museum is a place of learning and enjoyment, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.	Captains, Collectors, Friends & Adventurers exhibition opened on 1 December. It showcases a selection across the museum's whole collection to mark the museum's 30th anniversary this year. The brigantine Breeze re-entered public sailing for the first time in 5 years, with the first few 3-hour sailings sold out. She also undertook the museum's first long distance/overnight sailing to Coromandel in some years. The NZMM Digitisation Project continues production of digitised collections content. More than 7,800 high resolution images were taken of 705 collection items.
Auckland Stadiums	On track	Auckland Stadiums manages Western Springs, North Harbour Stadium and Mt Smart Stadium, and brings to Auckland world-class sport, live music, and entertainment.	Megaland, an inflatable obstacle course, returned to Mt Smart Stadium in December. The 300m-long course is one of the biggest in the world, and New Zealand's largest inflatable obstacle course. It was popular with corporate Christmas groups. Lilyworld ran a Tik Tok, Instagram, Facebook and EDM with Lazy Susan from 1-8 December to increase awareness as a food and fun entertainment destination. Wet weather saw 4 of 8 Tuatara Baseball games cancelled at North Harbour Stadium.

Strategic focus area - Arts, Entertainment & Events

Key commentary

At the end of Q2, total annual net direct expenditure for Arts, Entertainment and Events was corporate support).

(excluding

Financial information withheld pursuant to NZX listing rules

Highlights:

- Appetite for events is rebuilding world-class rugby, Indian culture and international artist gigs saw record-breaking numbers over Q2.
- Auckland Live partnered with Lego for the installation LEGO Christmas in the Square.
- Matador, a circus production from Australia, was hosted in The Civic 8-10 December. It was attended by more than 4,500 patrons, exceeding attendance expectation and matching the nightly attendance of an average musical house.
- The Art of Black Grace 1/5 a state-of-the-art immersive digital dance experience, was open to the public in November and December. It was made a reality by Auckland Live's new performing arts partnership programme.
- TAU-delivered Auckland Diwali Festival was back for the first time since 2019, with record-breaking attendance of more than 100,000.
- The TAU supported World Rally Championship (WCR), which finished on 2 October, generated an estimated 34,000 visitor nights, \$3m in
 GDP and global exposure through a TV audience of 80 million people in a traditionally quieter time of year. The Auckland event was back on
 the WRC calendar for the first time in 10 years.
- The FIFA Women's World Cup 2023 Official Draw one of the biggest milestones in the countdown to kick-off took place on 22 October at
 the Aotea Centre. It delivered two games for Auckland involving the USA current world champions with one of the largest travelling fan
 bases.
- Auckland was awarded Oceania's best destination for meetings, incentives, conferences and exhibitions at the World MICE Awards 2022.
 TAU's Auckland Conventions (venue operator), and Auckland Convention Bureau (attraction) teams play a key role in driving the region's world-class reputation ats a business event destination.

Issues/Risks:

- Investment in future business and major events beyond 2024 is limited by uncertainty about future funding.
- Event staff shortages continue to be a challenge. A combination of lack of casuals on books (due to 2 years of COVID-19 interruptions), and
 illness, has had a significant impact on capacity.

Strategic context

It is important we bring our events activity together, from our business events through to the parts of our organisations that bid for events and organise large scale events in our region. These are brought together in our Arts, Entertainment and Events Rōpū.

Key programme of works	Status	Description	Outlook
Auckland Live	On track	A world-class arts and entertainment organisation that energises the Aotea Arts Quarter, Bruce Mason Centre and Queens Wharf with events and activities. Grows Auckland's international reputation as a viable market and attracts big shows to the city. Centre for performing arts development, education, enrichment and high-performance professional training.	Tāmaki Makaurau was named the Best Global Music City at the 3rd Annual Music Cities Awards. This global competition acknowledges the most outstanding applications of music in cities and places globally for economic, social, environmental and cultural development. Auckland Live contributed to this success by supporting and showcasing Auckland's vibrant music scene. Auckland Live partnered with Lego for LEGO Christmas in the Square . The installation, meticulously built using tens of thousands of bricks, ran at Aotea Square between 9-26 December.

Major Events	On track	Annual delivered events programme (e.g. Pasifika Festival). Winter Festival programme. Major Events programme. Partner programme and event facilitation.	The first in-person Auckland Diwali Festival since 2019 was held at Aotea Square between 8-9 October. It set an attendance record with more than 100,000 participants and helped boost Queen Street pedestrian levels to its highest levels since 2019. Rugby World Cup 2021 (played in 2022), that ran between 8 October and 12 November, saw record attendance and sold-out games, which was unprecedented for women's sporting events in New Zealand. The Black Ferns defeated England in the final, with 42,579 spectators at Eden Park and 1 million+ tuning in online.
FIFA Women's World Cup 2023	On track	The FIFA Women's World Cup 2023 is the largest sporting event ever to be hosted in Tāmaki Makaurau and Aotearoa. It's expected to contribute about \$60 million to our regional GDP and to attract an international television audience of more than a billion viewers.	FIFA WWC 2023 Official Draw took place on 22 October at Aotea Square. About 800 attendees included senior members of the FIFA delegation, football confederation presidents, international media and representatives from 39 qualified teams. Auckland will host nine matches at Eden Park, including the opening match, five other group stage matches, a round of 16 match, a quarter-final and a semi-final. Seven international teams are going to be based in Tāmaki Makaurau during the group stage. A further team will also be confirmed following qualification in the Play-Off Tournament in February 2023.
Business Events	On track	Secures and hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable Tātaki Auckland Unlimited venues and other venues. Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.	Auckland was awarded Oceania's best destination for meetings, incentives, conferences and exhibitions (MICE) for the third year running at the World MICE Awards 2022. Voted for by business events professionals worldwide, our region was up against nominees Adelaide, Brisbane, Melbourne, Wellington, Perth and Sydney. Auckland Convention Bureau (ACB) helped Auckland win the right to host Amway Hong Kong incentive in April 2023 (400-450 delegates). ACB submitted a bid for Auckland to host the 18th World Congress on Public Health 2026 (3000 attendees, total est. economic impact \$5m).

Other Statement of Intent focus areas

Climate Change & Sustainability

- Climate Connect Aotearoa was launched on 20 October. Brought to life by TAU on behalf of Auckland Council, the hub's purpose is to enable collaborative climate innovation that will bring together business, government, Māori, academia, investors and climate innovators to develop, test and grow solutions needed to ensure Auckland and New Zealand reduce emissions in line with global agreements, and adapt and thrive in the face of climate change. The launch of the website included a Climate Innovation Ecosystem and a Knowledge Hub. In November, the team launched a Knowledge Map that brings together existing climate resources to help businesses, organisations and individuals build knowledge and capacity for action.
- TAU was a principal **sponsor** of the **Auckland Climate Festival 2022**, a month-long festival held every year in Tāmaki Makaurau. The festival offered 125+ innovative and engaging climate focussed events, hosted by rangatahi, community groups and climate and business leaders. The driver behind the festival is to celebrate and accelerate climate action in the community.
- Auckland Zoo received its FY 21/22 Toitū net carbonzero certification, with the rest of TAU certified as Toitū carbonreduce.
- In collaboration with Toitū, work has commenced on **developing specific emissions factors for animal food** (the Zoo's biggest source of emissions) which should lead to a reduction in these emissions.
- TAU has been developing Dynamic Adaptive Policy Pathways (DAPP) for the New Zealand Maritime Museum and Auckland Zoo, with a third site added for the next quarter.
- TAU's decarbonisation pathway is nearly finalised.
- Key emissions reduction activities are underway, including the Auckland Art Gallery decarbonisation project and electrical metering at the New Zealand Maritime Museum. Feasibility studies have been commissioned for a stadiums decarbonisation project and solar for eight TAU sites.
- TAU published Our Sustainability Story FY 21/22, an annual document highlighting climate change and sustainability initiatives across the organisation.
- As part of TAU's response to climate-related financial disclosures (CRFD), the Executive Leadership Team and other team leads participated in a three-hour **training session** to build knowledge and capacity in relation to climate risks and opportunities, as well as the CRFD standards by the New Zealand External Reporting Board.

Local Board Engagement

- In alignment with Auckland Council's Kura Kawana elected member induction programme, TAU staff attended in-person **induction workshops** to present a high-level introduction to TAU, its work, purpose and regional footprint. The majority of these sessions took place in Q2, with the remainder booked for February-March (at time of writing several postponements underway). Three boards declined induction sessions. The boards presented to in Q2 were Upper Harbour, Waitematā, Manurewa, Henderson-Massey, Albert-Eden, Howick, Kaipātiki, Franklin, Māngere-Ōtāhuhu, Ōrākei, Papakura, Puketāpapa, Waiheke. Further information was provided in writing and/or local board workshops are being scheduled for specific areas of interest for each local board, as raised at the induction sessions.
- A concise written overview of TAU, its work, purpose and regional footprint was provided to all local board members as reference for the new council term.
- A briefing presentation was provided to all local board members on 16 December about the Tāmaki Makaurau Auckland FIFA Women's World Cup 2023 Host City Programme post-draw activity.
- Regular newsletters were sent to local boards, with updates on TAU regionwide activities, and where possible local outcomes of regional programmes. Ongoing improvements are underway to make the newsletters more user-friendly.
- Screen Auckland commenced a pilot for screen production landowner approvals improvement project with three participating local boards (Upper Harbour; Henderson-Massey; Waitematā), to streamline Council film permitting processes.
- Workshops were held with Waiheke Island and Aotea Great Barrier Island Local Boards on local destination management plans.

Contribution towards Māori Outcomes

• Kia ora te Ahurea | Māori Identity and Culture

Te Matatini Festival: Co-ordinated and led by TAU, this Council whānau project to support a successful Te Matatini Festival at Eden Park 22-25 February, is proceeding well. Led by TAU, planning continued over Q2 for the festival's 'Haka is Here' promotional campaign designed to generate a sense of excitement for the world's largest celebration of kapa haka and make it an accessible experience for all. A programme of festival-related activations across the city and a microsite information hub will also form part of the Council whānau support for the festival, along with a communications campaign, in conjunction with Te Matatini. TAU also supported the festival to recruit volunteers for the event, and the target of 400+ has been achieved.

Tāmaki Herenga Waka Festival: The 2023 festival has been deferred to provide an opportunity to focus efforts on hosting Te Matatini and to reshaping the festival's focus and governance structure. The Tāmaki Makaurau Mana Whenua Forum is working on a concept proposal for a new signature indigenous event.

• Supporting te reo Māori to be seen, spoken, heard and learned throughout Tāmaki Makaurau

Bilingual signage at Aotea Centre, The Civic, Auckland Town Hall, Bruce Mason Centre, Shed 10 and The Cloud is complete. NZ Maritime Museum bilingual signage is on track for completion by early March. Work is underway on a proposal for bilingual signage at the Viaduct Events Centre.

• Realising Rangathi Potential

TupuToa Intern Programme: TAU participated in a 12-week intern programme aimed at increasing the number of Māori and Pacific leaders in the workplace and corporate sector. Running over summer, six university students took up the opportunity to work on various projects across the organisation and gain experience designed to assist them in their future careers.

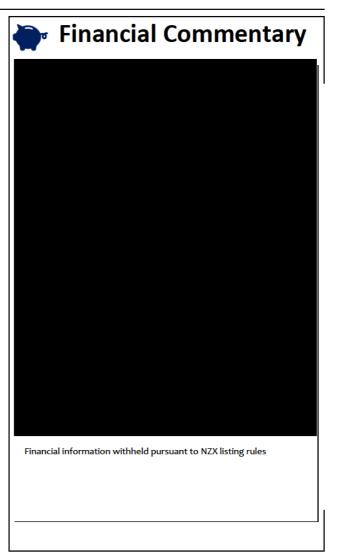
EMA/Whāriki Partnership: A partnership with EMA and the Whāriki Māori Business Network is underway to identify and develop resources for employers to build culturally safe workplaces for rangatahi Māori to thrive.

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

Māori Collab: TAU i is part of an initiative to explore ways of working together on common areas of interest regarding Māori outcomes and economic development. Māori Collab representation includes Te Puni Kōkiri, NZTE, Poutama Trust, MBIE, Callaghan Innovation, Amotai, IRF, the Whāriki Māori Business Network.

Tātaki Auckland Unlimited consolidated Q2 financials

Direct operating	Direct operating performance						
(\$ million)		FY 22	FY 23	3 Quarter 2	YTD	FY 23	
	Notes _	Actual	Actual	Budget	Variance	Budget	
Net direct expenditure	Α	112.6				124.9	
Direct revenue	В	118.7				80.2	
Fees & user charges		15.9				46.7	
Operating grants and subsidies		80.3				10.0	
Other direct revenue		22.5				23.5	
Direct expenditure	С	231.3				205.1	
Employee benefits		86.4				95.4	
Grants, contributions & sponsorship		65.1				13.6	
Other direct expenditure		79.8				96.1	
Other key operating lines							
AC operating funding		110.9				124.8	
AC capital funding	D	42.8				58.0	
Depreciation	E	39.4				45.5	
Donated Artworks		1.4				0.0	
Income Tax benefit		0.7				0.0	
Net interest revenue (expense)		0.3				0.1	



Financial information withheld pursuant to NZX listing rules

Tātaki Auckland Unlimited Q2 performance measures

Key performance indicators	Previous FY 23 Quarter 2					
	Year	YTD Actual	FY Target	Status	Commentary	
TAU has 11 SOI measures, of which 7 are LTP measures. Eig KPI was achieved, seven KPIs are on track to being achieved					monthly measure and two are annual measures. At the end of Q2, one	
SOI performance measures (including LTP measures as ind	licated)					
Enhance Auckland as a culturally vibrant city for all						
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. (LTP measure)	751,857	993,720	1.82m	On track		
Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibitions enrich their lives.	72.6%	No result	70%	No result	Result reported annually only	
The net promoter score for TAU's audiences and participants. (LTP measure)	54	45	40	On track	Based on results available across Auckland Live, Auckland Stadiums, Auckland Art Gallery, Auckland Zoo and NZ Maritime Museum	
Expand economic opportunities for all Aucklanders						
Number of businesses that have been through a TAU programme or benefited from a TAU intervention. (LTP measure)	11,976	920	1,200	On track		
Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP measure)	1,080	23	150	Not on track	Although currently low, this number is expected to grow across the year as programmes roll out as planned.	
Provide an effective social, economic, cultural and environ	mental return	on investme	nt.			

¹ Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others

The percentage of operating expenses funded through non-rates revenues. (LTP measure)	33%	Financial in	47% formation withhe	d pursuant to NZX I	isting rules
Increase capital investment into Auckland for economic an	d cultural out	comes.			
Attributable value of private sector investment secured during the year.	\$197.2m	\$304.6m	\$200m	On track	Draft result based on eight screen deals
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$30.2m	\$18.7m	\$37m	On track	Based on the evaluation of 18 out of 25 events supported by TAU across Q1 and Q2
Build a sustainable future focussed organisation.					
Percentage change in greenhouse gas emissions against 2018/19 baseline.	-15%	No result	-5%	No result	Result reported annually only
The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure)	101	53	40	Achieved	The year-end target of 40 has already been exceeded
Percentage of customer complaints resolved within 10 working days.	Developed policy, process and benchmark	90%	80%	On track	Based on 48 complaints received across Auckland Zoo, Auckland Live, Auckland Stadiums and NZ Maritime Museum



Update on flooding impact on Tātaki Auckland Unlimited premises

Report to the Board of Auckland Unlimited

Meeting date 22 February, 2023

Author Darroch Todd, Head of Risk and Assurance

Paul Tyler, General Manager Property

Approved by Nick Hill, CE Purpose of paper For Noting

Company and/or Trust paper Company and Trust

Proposed resolution That the Board:

1. **Note** the below report

PURPOSE

Auckland Unlimited's (TAU) response to the weather event on Friday 27th of January 2023, including an indication of the damage caused to TAU's asset base as currently known as at 8 February, with a verbal update being provided at the meeting.

BACKGROUND

On Friday 27th January 2023, record rainfall hit greater Auckland, causing the biggest floods and most severe damage in recorded history. It overwhelmed many Auckland suburbs and homes, including many TAU venues. The rainfall the following evening added to the impact of the first storm, with yet another shorter downpour on Tuesday (31 Jan 2023) morning increasing the waterlogging.

The storm caused considerable damage to some TAU venues with others showing minimal to no damage, which will be outlined below. Within the Council Group, TAU venues appear to have suffered the most individual and combined damage for above ground assets. By way of comparison, Ports of Auckland and Panuku reported very minor to no issues.

No staff nor members of the public were injured at TAU facilities during or following the storm, with only two birds perishing at the Zoo.



CURRENT SUMMARY OF IMPACTS

Tātaki Auckland Unlimited's Property Team has coordinated the response effort, working directly with each venue. A high-level overview of the currently known impacts is outlined below, categorised into significant, moderate and minimal, with a more detailed description of damage included in Appendix A.

Impact information is expected to continue to evolve as further detailed assessments are completed, accordingly a verbal update will be provided to the Board at the meeting on 22 February.

SIGNIFICANT IMPACT

Auckland Zoo

- Significant flooding either side of Motions Creek causing significant damage.
- Cost of repair is being assessed.
- Fully closed for 1 week, partially reopened Saturday 4 February 2023, with some areas (Te Wao Nui and the South American Rain Forest Track) remaining closed until further notice (with a consequential ticket discount applied).

Western Springs Stadium

- Significant flooding from Western Springs Lake and Motions Creek.
- Subsidence evident underneath carpark, slips occurred on outer banks currently under Geotech investigation.
- Clubhouses and stadium power supply submersed.
- Scheduled music festival (Laneways) cancelled under force majeure clause in contract.
- Tenants Speedway and Ponsonby Rugby currently unable to use premises.
- Opening date yet to be determined.

Mount Smart Stadium

- Moderate but extensive flooding throughout stadium.
- Minimal damage caused. Stage electrics flooded.
- Two Elton John concerts cancelled.
- · Stadium is fully open for business.

Auckland Film Studio

- Minimal flooding.
- Nearly all of the buildings suffered minor to major water leaks.
- Ongoing productions not expected to be impacted as not at full capacity until April.

Aotea Centre

- Extensive flooding to lower level of Aotea Centre (including Hunua rooms and backstage of Kiri Te Kanawa Theatre (KTK)).
- Positive E-coli samples from Hunua Rooms, full testing results due 8 February
- Extensive damage caused to ground floor carpets, walls and furnishings.
- Renaissance Exhibition relocated to the main stage area of The Civic.



- Most of Aotea open for business (except Hunua Conference Rooms), however supporting productions and events will be challenging whilst Level 1 is closed.
- Lower ground floor expected to take 2-3 months to repair.

Town Hall

- Minor leaks.
- Orchestra stage lift fully flooded, and lift equipment to be repaired.
- Two concert grand pianos (worth \$450k each) have moisture damage and will require significant repair from a UK based technician.
- Town Hall is fully open however major pack-in will be restricted until stage lift operational.

MODERATE IMPACT

Auckland Art Gallery

- Minor but extensive flooding to basement.
- Approximately 250 artworks moved out of affected areas.
- All artwork is safe, and silt removed.
- Cleaning costs only.
- · Gallery fully open.

The Civic

- Minor flooding from known leaks.
- Minor cleaning costs only.
- Additional flooding to the basement occurred a week later, due to a burst watermain.
 The Wintergarden venue is closed for up to 2-weeks.
- The Civic main theatre is fully open.

NZ Maritime Museum

- Minor leaks.
- Minimal damage to a small number of displays and collections.
- Maritime Museum fully open.

MINIMAL IMPACT

North Harbour Stadium, Viaduct Event Centre, Gallery (off site) Storage Facility, Victoria Street Office and The Grid

Minimal to nil leaks and no known damage.



TAU ALL OF BUSINESS RESPONSE

Property Team

- Staff continue be directed to priority areas to lead the clean-up, assessment and repair programmes.
- Project Management Staff are being deployed to where H&S and/or significant impacts have occurred, specifically Western Springs and Aotea Centre
- Full assessments continue to be carried out in various sites.
- WSP Opus have been brought into to understand the Aotea Centre event and identify what options exist to reduce future impacts
- Venue resilience planning will commence for all venues affected and a programme of improvements to eliminate or reduce future weather events will need to be developed to minimise further risk from extreme weather events.

TAU Overall flood response Incident Management Processes

- The Incident Management Team (IMT) met continuously for the first week, following the floods, to coordinate resources and communications across the organisation.
- The IMT is made up of the business Operational Leaders throughout the business, including all Venues, Property, Risk, People, ICT, Security, Communications and Finance.
- The whole of business response was coordinated by IMT, chaired by the Head of Risk and Assurance.

Council

The Council Insurance Leadership Team has met regularly and been coordinating the insurance needs at a group level. The Communications Team has been in constant liaison with Council and Auckland Emergency Management, including providing support communications staff.

INSURANCE

Tātaki Auckland Unlimited is fully covered as part of the Council Insurance. All damage is considered to be a single event for any damage caused with 72-hours after the initial Friday evening event. Under the Material Damage & Business Interruption (MDBI) policy across Council there is a \$100k excess applied per event covered. Council's Self Insurance Fund covers the first \$10M claimed at a group level, with the external insurance policy responding to any damage over the \$10M self-insurance threshold.

Through the clean-up and re-opening phase, a number of costs will be incurred that TAU will be looking to include for claims purposes, this includes costs for:

- Repairs and maintenance costs
- Cleaning and hygiene related costs
- Overtime and extra staff costs incurred
- Food and water for staff working on cleaning-up/ re-opening
- Stock that must be written off due to flood damage
- PPE
- Other directly attributable supplies.



In order to maintain good records of extraordinary costs to support this process we have set up tracking and reporting codes for Ungerboeck and SAP for both operating and capital costs, which are being closely monitored.

Additionally, Finance have started working through the impacts on operational areas to quantify and develop the Business Interruption claim and will be working directly with a forensic accountant appointed by Council Insurance, and Aon to progress this.

As detailed a number of electrical, geotechnic and contamination assessments are continuing it is simply too early to fully assess the expected duration or costs of repair, reinstatement and business interruption impacts to TAU, however it would appear likely, based on damage assessments to date, that this will easily exceed the Council Self Insurance Fund of \$10m and we require an external insurance policy response.

The Risk team are continuing to work closely with a nominated Insurance Assessor, who has been to TAU's venues that suffered significant damage (Zoo, Aotea Centre, Western Springs and Film Studios), and shall continue to coordinate insurance processes with Council Insurance, Assessors, and Aon, on behalf of TAU

Following discussions with Council Insurance Team, Aon and the recommendations of the Assessor, TAU have commenced repairs to remediate the damage and to reduce further loss.

FURTHER ACTION

Future focus

A lessons learnt session was carried out on Wednesday 8 February, looking at:

- o What went well?
- o What didn't go well?
- o How could we do better?

These learnings are being captured whilst still fresh so that they can be incorporated into the revised Emergency Management and Business Continuity Plans that are currently being finalised.



RECOMMENDATION

It is recommended that the Board:

1. **Note** the above report

Written by: Reviewed by: Approved by:

Darroch Todd Justine White Nick Hill
Head of Risk and Assurance CFCSO CE

Paul Tyler

General Manager Property

ATTACHMENT SCHEDULE

Attachment 1	Detailed indication of damage per site (8 February)
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Attachment One - Detailed damage as at 8th February

The current level of identified damage as at 8 February is shown as below, it needs to be noted that not all damage on all sites has been exhaustively identified as assessments are continuing at this stage.

SIGNIFICANT IMPACT

Zoo

- All areas adjacent to Motions Creek were flooded, which includes Te Wao Nui and the South American Rain Forest Track areas.
- Minor flooding occurred during the following two heavy rainfalls.
- On Friday afternoon & evening affected animals were moved to safer ground.
- Flooding was in part chest deep water. All evacuations were conducted with staff and animal safety always of utmost importance.
- All staff have been onsite helping clean and remove damaged equipment.
- The greatest threat after the floods is electrical. Electricians have been onsite from first thing Saturday 28th, making safe, servicing and replacing vital plant equipment.
- The Zoo was closed for 1-week, from Saturday 28 January and reopened (although not fully) on Saturday 4 February 2023 (with reduced pricing applied to reflect partial closures).
- Te Wao Nui and the South American Rain Forest Track areas remain closed until yet to be determined date.

DAMAGE

- o Two birds died during the floods, a finch and a kingfisher.
- All buildings and enclosures within the Te Wao Nui and the South American Rain Forest Track areas have been contaminated with dirty flood water.
- Nearly all machinery in that area has been affected.
- o Beca Ltd have been engaged to inspect the affected areas.



Western Springs Stadium

- Pack-in for Laneways concert was underway on Friday.
- Other than security, no staff were onsite during the storm. The security staff were safe.
- Western Spring Lake and Motions Creek flooded the low-lying areas of the stadium.
- All of the carparking area and outer fields were flooded up to 60cm of water.
- On Saturday 28th, once flood water subsided the area was made safe, with all electrical equipment isolated.
- On Tuesday (31 Jan) morning the carpark, inside of the gates, began to move with visible subsidence that appears to be following an underground drainage line – this is being investigated by Geotech engineers to assess impacts.
- A number of slips on the upper banks have also occurred since the second rain event, warranting further investigation into land stability
- Stadium closed until further notice. Likely 2-3 months.

DAMAGE

- All of the interior wall linings and carpets etc of the main building will need to be removed and replaced.
- Stainless steel kitchen equipment should be able to be cleaned, with a need to check for residual damage
- The main electrical building (currently situated in a flood plain) has significant damage to the heavy-duty electrical equipment. An initial electrical assessment has been completed however due to the age of the equipment it seems unlikely this can be repaired. Replacement will need to consider repositioning within site for future resilience. There is currently no power to the site.
- o One flood light tower electrical equipment was submerged.
- The TAU Security portacom, whilst flooded, is able to be cleaned.
- The carpark has visible subsidence which is being mapped by Geotech Engineers.
- There are a couple of minor slips on the upper banks of the site however the main slip blocks a key emergency evacuation route for the site which will need to be repaired.
- Some future booked events (Lorde and My Chemical Romance both due early March) may need to be moved to an alternative location or rescheduled.



- The Property and Stadiums Teams are working with our tenants (Speedway and Ponsonby Rugby) together with the Laneways Promotor.
 - A significant amount of Ponsonby Rugby's property has been destroyed, including valuable memorabilia (subject to PRC insurance).
 The clubhouse is not fit for use until further notice.
 - Speedways property appears to be unaffected although the track and floodlights are currently inoperable.
 - Laneways were able to start removing equipment from the outer field, but had to do so slowly and carefully to reduce the damage to the park, however due to potential carpark subsidence, it is deemed unsafe to currently use this accessway to move the Laneways main stage. Alternative access options are being considered

Mount Smart Stadium

- Elton John Concerts financial impacts from cancellation are expected to be included in the Business Interruption claim.
- The stadium is running at BAU, with no further impact expected. The main issue during the storm was site flooding which is a known issue and due to subsidence around the periphery of the landfill zone.
- DAMAGE:
 - o Minimal damage inside or to the outside of the stadium.

Auckland Film Studios

- Nearly all of the buildings, including film stages suffered water leaks, with one office areas flooding.
- Dehumidifiers and blowers are being used extensively.
- The Screen Team are working quickly to reinstate the buildings, to reduce any delays to Production Company filming onsite.
- DAMAGE
 - Nearly all of the stages and office buildings require some level of repair to their roofs.
 - Carpets will need to be replaced in some areas, as well as wall lining removal and replacement to aid with drying of building.
 - Reducing the impact of delays to the Production Companies is a priority, to reduce any potential exposure to Business Interruption claims.



Aotea Centre

- The whole of the ground level of the Aotea Centre, including the Hunua Conference rooms and backstage of KTK, was flooded with contaminated water. E. Coli was detected in the flood waters, and staff working in the areas advised to wear PPE.
- One event impacted to date (Renaissance), which has been relocated to the main stage area of The Civic.
- Jimmy Carr show went ahead in KTK Theatre on the Saturday night, although with limited attendance (approx. 200 ticketholders did not attend).
- A deep clean is underway to clean and remove all contaminated materials.
- The Aotea Centre remains open, except for the flooded ground level which includes the premium conference venue Hunua conference rooms
- It is expected that it will take at least 2-3 months until that area is able to be fully opened.
- External decontamination and cleaning experts have been brought in to lead the process with support from TAU's housekeeping team.

DAMAGE

- All of the bespoke carpet in the large Hunua Conference Room has been removed and is unsalvageable, as well as all carpeted areas in the remainder of level-one.
- Nearly all wall linings will need to be removed up to 1-metre above floor level to dry the walls and enable decontamination.
- A complex audio-loop system in the Hunua Room for the hearing impaired needs replacing.
- Most of the furnishings from level-one will need replacing.

Town Hall

- The orchestra stage lift was fully flooded including the lift equipment.
- It has been quickly drained and repaired.
- Two concert grand pianos (replacement approx. \$450K each) located in the basement of the Great Hall appear to have suffered significant internal damage from moisture. They will require significant remedial work to bring them up to the required standard, from a UK based piano technician.
- The Town Hall is open as BAU, except for the use of the stage lift, while it is being repaired.
- DAMAGE



o Stage lift motors need repairing/replaced.

MODERATE IMPACT

Auckland Art Gallery

- Minor flooding occurred throughout the basement of the Gallery.
- Approximately 250 artworks had to be moved out of affected areas, a
- All artwork is safe and has been inspected.
- Silt on lower floor has been cleaned out and the building dried.
- The Gallery has remained open to the public as BAU.
- Delays to the commencement of the roofing replacement project are expected to be minor.
- DAMAGE
 - o Negligible damage
 - Removed silt and cleaning the basement area only.

The Civic

- Minor known flooding issues occurred only, consistent with the age of the building.
- Following the storm, on Friday 3 February, a large Watercare watermain ruptured near the Civic basement, flooding the Wintergarden venue and basement. It may be related to the storm and is not affecting the use of the main theatre.
- The main theatre at the Civic is open as BAU, and currently hosting the Renaissance (moved from Aotea).
- The Wintergarden area is expected to be open from Monday 20 February.
- DAMAGE
 - We are assuming the Wintergarden carpet can be dried in-situ however it may need to be removed

NZ Maritime Museum

- Minimal leaks with some displays affected.
- The Maritime Museum has remained open to the public as BAU.
- DAMAGE



o Minor damage to a small number of displays

MINIMAL IMPACT

North Harbour Stadium, Viaduct Event Centre, Gallery (off site) Storage Facility, Victoria Street Office and The Grid

• No known leaks or damage.



Elton John Concert Cancellation

Report to the Board of Tātaki Auckland Unlimited

Meeting date 22 February 2023

Author James Parkinson, Director Auckland Stadiums

Approved by Nick Hill, Chief Executive

Purpose of paper For Noting
Company and/or Trust paper Trust

Proposed resolution That the Board:

- 1. **Note** the Elton John Concert Cancellation initial event review update; and
- 2. **Note** the identified need for improved external communications to enable more informed and timely decisions in similar situations.

PURPOSE

The purpose of this paper is to summarise the matters surrounding the decision-making process to cancel the Friday 27 January Elton John concert and outline proposed key identified procedural improvements based on initial event reviews.

BACKGROUND

The preparation for, and delivery of, the 27 January 2023 Elton John concert was in accordance with our standard Auckland Stadiums procedures, including adherence to our documented Emergency Incident Action Plan (EIAP). This plan aligns with the principles of the Coordinated Incident Management System (CIMS), which is New Zealand's official framework to achieve effective co-ordinated incident management across responding agencies.

As part of the EIAP requirements, a meeting of the Incident Action Plan Committee was held on Thursday 26 January 2023, the day prior to the concert. The meeting minutes document the command structure for the event, the specific members of the Incident Management





Team (IMT), Venue Operation Centre (VOC) and show timings, as well as specific details in relation to the gate opening call and show pause and show stop procedures in amongst other matters. A specific item tabled and discussed was the Mt Smart Stadium Weather Plan for Elton John including show pause and show stop procedures and the associated evacuation plans.

The forecast level of wind and rain did not exceed any safety thresholds but were of a level that triggered the identified need for regular and ongoing monitoring, including of a site-specific wind monitor on the stage roof. Weather forecasts received prior to the scheduled gate opening of 5.30pm continued to indicate that, while conditions would be unpleasant for patrons, no safety thresholds were likely to be breached.

Localised areas within the wider Mt Smart Stadium footprint are prone to surface flooding. These areas are well known to the operational team and sucker trucks and water pumps were deployed from early Friday morning to continually remove water from these areas.

The VOC was operational from 2pm with hourly meetings involving delivery agencies and emergency services commencing at 4pm. With the challenging weather conditions, there was a very strong focus across the operational team on resolving issues that were presenting within the venue prior to the opening of gates to the public at 5.30pm. This is reflected in the VOC log which records the extent of surface flooding in different areas that was being addressed, isolated incidents of water leaks in buildings, signage and fence scrimming that needed attending to due to the wind, and resultant minor delays in venue preparation for the scheduled 5.30pm opening.

Gates opened at 5.40pm and, immediately prior to this, a decision was made to close a bar within the Warriors carpark as the level of surface flooding in that area made the bar unsafe.

The scheduled 6pm hourly meeting was delayed to 6.08pm. The first reports of the extent of issues being experienced outside of the venue were relayed by NZ Police at this hourly meeting. Immediately following the hourly meeting, venue management conferred and requested a meeting in accordance with the provisions of the Weather Plan. This meeting commenced in the VOC at 6.40pm once all required individuals including production and promoter representatives were present.

Key aspects that were highlighted by NZ Police in this meeting were:

- Significant flooding reported in West Auckland with houses having to be evacuated
- · Slips and road closures north of Auckland
- FENZ had set up an emergency operations centre
- State of emergency had not been declared
- Worst of the weather still to come
- FENZ fully committed with incidents meaning no capacity to support the event should an issue arise.

Based on this advice and the weather-related issues that the venue and production were experiencing, venue management recommended stopping the show. Frontier Touring agreed and the cancellation of the show was confirmed at 6.50pm. At this time there were approximately 12,000 patrons in venue.

With the cancellation confirmed, the focus switched to patron messaging and planning for the exiting of artists and public. Once the necessary co-ordination with Auckland Transport, traffic management, Ticketmaster, production, and tour security had occurred, patrons in





venue were advised of the cancellation at 7.09pm. At this time there were approximately 15,000 patrons in venue. Wider communication of the cancellation was also made through various channels including social media and text messages to all ticket purchasers by 7.20pm.

A decision was made not to evacuate the stadium as patrons had access to shelter within the venue and Auckland Transport needed time for buses to be available for patrons returning to the CBD. Patrons arriving at the venue after the cancellation were also given the option of coming into the venue for shelter while they planned their return trip.

With many patrons choosing to stay on site for a period of time, the venue was not clear of patrons until just after 9pm and the public transport operation had cleared all passengers by 9.30pm.

FINANCIAL

The financial impact of the cancellation and related legal and insurance matters are not addressed by this paper.

RISK

The key risk that arose with the decision to cancel being made after gates had opened was that a large number of people were left in a position of having to navigate the storm conditions to find a safe means of getting home. Venue management sought to mitigate this risk by providing patrons the option to remain on site. Had venue management been aware of the extent of issues experienced outside the venue, we would have messaged more strongly for patrons to remain on site.

The primary learning to be applied for events moving forward is strengthening the flow of information from outside the venue directly into VOC to enable timelier and better-informed decisions. With more information as to the nature and extent of issues being experienced outside the venue, an earlier cancellation decision could have been made. While NZ Police commented positively on the safe egress of patrons, additional safety measures could have been applied for the exit of patrons with improved information.

LEGAL

Contractually, the Friday weather event that resulted in the cancellation of both concerts was treated as a force majeure event and the relevant provisions in the venue hire agreement (VHA) were applied.

The VHA allowed either party to cancel the booking and terminate the agreement where the venue was "unfit for purpose" and a force majeure event had "rendered it impossible for the event to occur on the event date". Then both parties, acting reasonably, had to deem the venue "unfit for use".

CONSULTATION / MĀORI OUTCOMES

There has been no consultation outside of TAU for this initial event review.

A more comprehensive review involving NZ Police, Auckland Transport, FENZ, and the promoter will be scheduled once the emergency services have an opportunity to refocus their attention when the current state of emergency is removed.



RECOMMENDATION

It is recommended that the Board:

- 1. Note the Elton John Concert Cancellation initial event review update; and
- 2. **Note** the identified need for improved external communications to enable more informed and timely decisions in similar situations.

Written by:

Approved by:

James Parkinson

Director, Auckland Stadiums

Nick Hill

Chief Executive