

# Board Meeting Agenda



10.00 a.m. Wednesday 25 January 2023

Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING OPEN					
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 30 November 2022	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORT					
4	CE Report, Nick Hill 1. Financial Performance Report <sup>1</sup> 2. Current Operational Risks (RC) <sup>2</sup> 3. Health and Safety Report (RC) <sup>2</sup> 4. Capital Projects Report (RC) <sup>2</sup>	To Discuss	T & C	10.05 a.m.	55 mins
DISCUSSION AND NOTING PAPERS					
5	Letter of Expectation, Nick Hill	To Discuss	T & C	11.00 a.m.	1 hour 40 mins
6	FIFA Women's World Cup Programme Update, Richard Clarke	To Note	C		
7	ICT Programmes and Infrastructure Update • ICT Programmes and Shared Services Support, Mandy Kennedy  • TAU ICT Infrastructure Services Update, Richard Jarrett	To Note	T & C		
PUBLIC MEETING CLOSE					
Lunch				12.40 p.m.	30 mins
CLOSED MEETING OPEN					
APPROVAL PAPERS					
8	Confidential Minutes 30 November 2022 and Action Tracker	To Approve	T & C	1.10 p.m.	40 mins
9	Tātaki Auckland Unlimited ½ Year Financial Report <sup>1</sup> , Justine White	To Approve	T & C		
10	Auckland Art Gallery Toi o Tāmaki Art Bequest <sup>3</sup> , Kirsten Lacy	To Approve	T		

<sup>1</sup> Withheld from public pack due to NZX Listing Rules

<sup>2</sup> S(7)(2)(f)(i) LGOIMA 1987

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

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Item	Subject	Action	Trust/Co.	Start Time	Duration
DISCUSSION AND NOTING PAPERS					
11	Project Synergy Phase 1 Update <sup>4</sup> , Richard Clarke	To Discuss	T & C	1.50 p.m.	50 mins
12	Vision, Purpose, and Values Update <sup>5</sup> , Lynn Johnson	To Discuss	T & C		
13	Auckland Film Studios Sale Verbal Update, Malcolm Lawry	To Note	C		
BOARD ONLY AND BOARD AND CHIEF EXECUTIVE ONLY TIME					
14	Board Only Time, Jennah Wootten	To Discuss	T & C	2.40 p.m.	20 mins
15	Board and CE Only Time, Jennah Wootten	To Discuss	T & C		
	Close of Meeting			3.00 p.m.	

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

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

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

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

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

## Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Jannah Wooten	Acting Chair	<ul style="list-style-type: none"> <li>Generate Global (Director and Shareholder)</li> </ul>	<ul style="list-style-type: none"> <li>Aktive – Auckland Sports &amp; Recreation (CEO)</li> </ul>	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> <li>Homeland NZ Enterprises Ltd (Director and Shareholder)</li> <li>Homeland NZ Trading Ltd (Director and Shareholder)</li> <li>Carruthers Consulting Ltd (Director and Shareholder)</li> <li>NZ Film Commission (Chair) (from 1 Oct 2022)</li> <li>Cornwall Park Trust Board (Trustee)</li> <li>Services Workforce Development Council, Tertiary Education Commission (Council Member)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Teaching Council New Zealand (Governing Council Member)</li> <li>Hong Consulting Limited (Director and Shareholder)</li> <li>CYWE Trustee Limited (Director and Shareholder)</li> <li>Eastland Property Services Limited (Shareholder)</li> <li>Auckland International Airport Limited (Shareholder)</li> <li>Spark New Zealand Limited (Shareholder)</li> <li>Comvita Limited (Shareholder)</li> <li>SkyCity Entertainment Group Limited (Shareholder)</li> <li>Tesla Inc (Shareholder)</li> <li>Microgem International Plc (Shareholder)</li> </ul>		
Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> <li>Matariki Cultural Foundation (Trustee)</li> <li>Matariki Global Holdings Limited (Director)</li> <li>Taamaki Records Limited (Director)</li> <li>Otamatea Pioneer &amp; Kauri Museum Board (Trustee)</li> <li>Hawaiki Tu Foundation (Trustee)</li> <li>TEC Workforce Development Council Services (Director)</li> </ul>	<ul style="list-style-type: none"> <li>Director Creative Industries/Services Vocational Learning Creative Northland</li> <li>Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally</li> </ul>	

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

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jan-23</b>	<ul style="list-style-type: none"> <li>Letter of Expectation</li> <li>Financial reporting for the ½ Year ended 31 December 2022</li> <li>Recommendation for MOTAT Boards appointments</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk Committee – 19 Jan (½Y Acts)</li> <li>Board Meeting – 25 Jan (½Y Acts)</li> </ul>
<b>Feb-23</b>	<ul style="list-style-type: none"> <li>Q2 Performance Report</li> <li>Q2 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>Board Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Day (date TBC)</li> </ul>	<ul style="list-style-type: none"> <li>Destination Committee – 2 Feb</li> <li>Māori Engage Committee – 8 Feb</li> <li>Board Meeting – 22 Feb</li> </ul>
<b>Mar-23</b>	<ul style="list-style-type: none"> <li>Annual Plan FY24/25</li> <li>Draft 2024 -2027 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Remuneration Committee – 22 March</li> <li>Capital Projects Committee – 22 March</li> <li>Board Meeting – 29 March</li> </ul>
<b>Apr-23</b>	<ul style="list-style-type: none"> <li>Q3 Performance Report</li> <li>Q3 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>Annual insurance renewal</li> <li>Auditor engagement and fees FY24-26</li> </ul>		<ul style="list-style-type: none"> <li>Destination Committee – 17 April</li> <li>Board Meeting – 26 April</li> </ul>
<b>May-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Māori Engage Committee – 17 May</li> <li>Risk Committee – 22 May</li> <li>Board Meeting – 31 May</li> </ul>
<b>Jun-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jul-23</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> <li>Draft 2023 -2026 SOI</li> <li>Financial reporting for the year ended 30 June 2023</li> <li>Q4 Risk Report to Council</li> <li>Recommendation for MOTAT Boards appointments</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Capital Projects Committee – 17 July</li> <li>Destination Committee – 20 July</li> <li>Board Meeting – 26 July</li> </ul>
<b>Aug-23</b>	<ul style="list-style-type: none"> <li>Q4 Performance Report</li> <li>TAUT Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Māori Engage Committee – 16 August</li> <li>Risk Committee – 23 August</li> <li>Board Meeting – 30 August</li> </ul>
<b>Sep-23</b>	<ul style="list-style-type: none"> <li>TAU Trust Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Remuneration Committee – 6 Sep</li> <li>Capital Projects Committee – 20 Sep</li> <li>Board Meeting – 27 Sep</li> </ul>
<b>Oct-23</b>	<ul style="list-style-type: none"> <li>Public Board meeting - performance against SOI targets for Year Ended 30 June 2023</li> <li>Q1 Performance Report</li> <li>Q1 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Destination Committee – 18 Oct</li> <li>Board Meeting – 25 Oct</li> </ul>
<b>Nov-23</b>	<ul style="list-style-type: none"> <li>TAUL Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk Committee – 10 Nov</li> <li>Māori Engage Committee – 15 Nov</li> <li>Board Meeting – 29 Nov</li> </ul>
<b>Dec-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>No Board Meeting</li> </ul>

# BOARD MEETING

**HELD ON:** Wednesday 30 November 2022 at 9.00 a.m.

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

**PRESENT:** Jennah Wootten Acting Chair  
Alastair Carruthers  
Carol Cheng  
Hinū Te Hau  
Jen Rolfe  
Graeme Stephens  
Dan Walker

**APOLOGIES:** Jenny Solomon Board Intern

**ATTENDED:** Cr Shane Henderson TAU Lead Councillor  
Sarah Johnson-Smith CCO Governance

Executive Team Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira Director Māori Outcomes, Mandy Kennedy Chief Digital Officer, Lynn Johnson Chief People Officer, Justine White Chief Financial & Corporate Services Officer, Mark Shepherd Director Change & Transformation

Destination Committee Norm Thomson (Chair), Paul Columbus, Franz Mascarenhas, Brad Burnett, Troy Clarry

Annie Dundas Head of Visitor Economy  
Chris Simpson Head of Major Events  
Malcolm Lawry GM Commercial and Business Development  
Dave Brady Senior Project Manager  
Kirsten Lacy Director, Auckland Art Gallery Toi o Tāmaki  
Paul Tyler GM Capital Programme  
Tim Kingsley-Smith Company Secretary & Legal Counsel

## 1. AGENDA AND APOLOGIES

The Acting Chair opened the meeting and a karakia was recited. A short mihi whakatau to formally welcome Graeme Stephens to the Board was undertaken.

The Board acknowledged the recent passing of Mark Franklin. The Board noted that Tāmaki Makaurau Auckland has lost one of its most passionate and highly respected advocates and Mark's leadership, innovative thinking and humour will be missed around the Board table.

The apology of Jenny Solomon was noted.

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

Alastair Carruthers noted a new interest and that the possible conflict related to Auckland Showgrounds can be removed from the Register. Dan Walker and Hinū te Hau also noted new interests. Management agreed to update the Register.



Subject to the new declared interests, the Board **noted** the Register of Interests and 12-Month Board Work Programme.

### 3. **CONFIDENTIAL AND PUBLIC MINUTES 26 OCTOBER 2022, CONFIDENTIAL MINUTES 3 OCTOBER 2022 AND 14 OCTOBER 2022, AND ACION TRACKER**

Subject to one minor amendment, the Board **approved**:

- The 26 October 2022 Confidential and Public Minutes
- The 3 October 2022 and 14 October 2022 Confidential Minutes

as an accurate record of the meetings and **noted** the Action Tracker.

### 4.&5. **BOARD ONLY, AND BOARD AND CE ONLY TIME**

The Board and CE held Board and CE only time. There were no matters to be minuted.

*Cr. Henderson, Norm Thompson, Paul Columbus, Franz Mascarenhas, Brad Burnett, Troy Clarry, Justine White, Richard Clarke, Annie Dundas, and Chris Simpson joined the meeting.*

The Chair welcomed Councillor Shane Henderson to his first Tātaki Auckland Unlimited (TAU) meeting as TAU's newly appointed Lead Councillor. Councillor Henderson thanked the Chair and noted that he is looking forward to working closely with TAU.

### 6. **JOINT BOARD AND DESTINATION COMMITTEE MEETING**

Norm Thomson chaired the joint Board and Destination Committee meeting.

- On behalf of the Destination Committee, the Chair acknowledged the passing of Mark Franklin. Mark was a passionate supporter of the destination sector and was an active member of the Committee during his time as chair of ATEED and TAU.
- The Chair noted that the Destination Committee has considered and recommended that the Board approve the two major events business cases to be considered by the Board later in the meeting.
- The Board and Destination Committee discussed the funding of TAU's destination activities including its support of major events, business events, and tourism marketing. An interim solution for the upcoming summer tourism marketing campaign is being scoped with industry stakeholders and the Committee. TAU and industry stakeholders are also involved in ongoing work on potential longer-term funding models.
- The Chair noted that a significant number of events that are important to the fabric of Auckland that TAU supports are under threat in the current fiscal environment. Finding a way for TAU to continue to support events in the region is becoming more critical. Other TAU initiatives in the destination sector which the Committee strongly supports, such as the Digital Auckland platform and the region-wide events calendar, are scheduled to be delivered early next year and the Committee is eagerly awaiting their 'go-live' dates.
- The Chair noted that TAU's leadership and collaboration with Local Boards on destination marketing plans is well supported by the industry and is making a visible difference on the ground. However, the upcoming busy season is going to be extremely challenging for the industry throughout New Zealand given the significant national labour shortages.
- The Board and Committee discussed the Committee-led work to review and discuss potential longer-term destination funding models with all destination sector stakeholders. The Board endorsed the Committee's work to date and future approach.

The Board **noted** the discussion and **thanked** the Destination Committee.

*Norm Thompson, Paul Columbus, Franz Mascarenhas, Brad Burnett, Troy Clarry, Annie Dundas, and Chris Simpson left the meeting. Sarah Johnson-Smith and the ELT joined the meeting.*

*Jen Rolfe left the meeting at 11.04 a.m.*

## 7. CE REPORT

Nick Hill spoke to the paper:

- Management noted that parts of the business, for example Auckland Zoo and major events are currently performing well against targets, but results are uneven across the organisation with some areas such as performing arts facing ongoing challenges due to low demand. Staff shortages and staff illness are ongoing challenges across the organisation. The Board noted that New Zealand and the world are still seeing the impact of COVID-19 on events and activities, and in some areas, will likely continue to feel the impact for the foreseeable future.
- Management updated the Board on TAU's transformation project. A lot of work has gone into to fully exploring potential efficiencies and cost-savings across the organisation as well as optimising venues. Initial results will be reported to the ELT in January.
- Management noted that TAU senior management are working closely with Council on the significant fiscal challenges facing Council and the Council Group. The Mayor and Council's plans and priorities will be formalised in the Mayor's Proposal to Council and the Letter of Expectations to TAU in the coming weeks. These will lead into the development of TAU's new Statement of Intent early next year.

The Board **noted** the CE Report.

*Cr Henderson, Sarah Johnson-Smith and the ELT left the meeting. Mandy Kennedy joined the meeting.*

*Alastair Carruthers left the meeting at 11.25 p.m.*

## 11. TAUL ANNUAL REPORT

Nick Hill and Justine White spoke to the paper.

- Management noted that the TAUL Annual Report and supporting documents were considered by the Risk Committee at its recent 22 November meeting. The documents are unchanged apart from one matter. The Auditor's Letter of Representation now includes a reference to an unadjusted accounting entry (an issue resulting from an audit requested adjustment subsequently identified as an error). The entry is too small to be material so adjusting the Annual Report itself is not required.
- The Chair of the Risk Committee noted TAUL has now received audit clearance and is able to approve the TAUL Annual Report.
- The Chair of the Risk Committee noted that the Finance Team has worked hard to support the TAU business this year and thanked the team for its efforts.

The Board:

1. **Noted** the report.
2. **Received** the update from the Chair of the Risk Committee on the Committee's review of the preparation and audit work on the Annual Report of Tātaki Auckland Unlimited Limited.
3. **Approved** the Letter of Representation to Audit NZ on behalf of the Board for Tātaki Auckland Unlimited Limited and delegated the authority to sign the Letter to the Chair and CE.

4. **Approved** and adopted the Financial Statements of Tātaki Auckland Unlimited Limited.
5. **Delegated** authority to the Chair and CE to sign the Tātaki Auckland Unlimited Limited Annual Report

## 16. BOARD COMMITTEE MEMBERSHIP AND BOARD COMMITTEE MEETING DATES

Tim Kingsley-Smith spoke to the paper.

The Board:

1. **Approved** the proposed Board Committee membership changes.
2. **Approved** the proposed 2023 Board Committee meeting dates.

## 8. TAU ICT INFRASTRUCTURE

Nick Hill and Mandy Kennedy spoke to the paper.

- Management noted that the decision has been made to procure TAU's ICT infrastructure within the Council's shared services environment. The Board noted its support for the decision and thanked Management and Council for the work done on evaluating the options.

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

- The Board and Management agreed that given ICT infrastructure is both a critical enabler and strategic risk for TAU, the Board will continue to regard it as a primary strategic matter for TAU.
- The Board noted that, for the above reasons, it is important to carefully plan the next few steps. The Board requested that:
  - TAU management and Auckland Council management enter an agreement that defines the agreed operating model, service levels, expectations, and timelines.
  - TAU be given membership of Auckland Council's Enterprise Portfolio Governance Group.
  - Auckland Council management prepare a monthly TAU dashboard to report to the Board on the progress of the implementation of the model against agreed milestones.
  - Richard Jarret be invited to attend the 22 February 2023 TAU Board meeting and then on a bimonthly basis going forward.
  - TAU and Auckland Council management evaluate the implementation of the model in one years' time.

The Board **noted** the update.

*Mandy Kennedy left the meeting. Pam Ford, Malcolm Lawry and Dave Brady joined the meeting.*

## 9. SINGLE OPERATOR STADIUMS AUCKLAND PROJECT VERBAL UPDATE

Malcolm Lawry updated the Board on the Single Operator Stadiums Auckland Project.

The Board **noted** the update.

## 10. AUCKLAND FILM STUDIOS

Malcolm Lawry updated the Board on the construction of the new sound stages at Auckland Film Studios and the Auckland Film Studios business sale process.

The Board **noted** the update

*Pam Ford, Malcolm Lawry, and Dave Brady left the meeting. Richard Clarke and Chris Simpson joined the meeting.*

*Alastair Carruthers re-joined the meeting at 1.18 p.m.*

## 12. MAJOR EVENTS BUSINESS CASES

Richard Clarke and Chris Simson spoke to the paper.

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

- Management noted that ██████████ will initially be a fixed term event supported by REF funding, however TAU is aiming for it to become an annual 'anchor' event for Auckland. The estimated return on investment is promising and it is well supported by the industry and stakeholders.
- Management noted that the event will include a number of paid and unpaid events and should attract good sponsorship interest. It will maximise a collection of related events and the sharing of some infrastructure, marketing, and knowledge.
- The Board noted its support for the event which provides an exciting opportunity to create a legacy event for Auckland but challenged Management to amplify sustainability and ██████████ during the development of the event.

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

- The Board and Management discussed the potential bid to host the ██████████. The event has an excellent estimated GDP benefit to investment ratio for Auckland, (assuming MBIE also supports the event as expected) due to the proven high participation and visitor rates achieved by the event. ██████████ are supportive of the event as is the Destination Committee.
- The Board noted that given the current fiscal environment and the uncertainty of future funding for major events, it is prudent that all non-urgent TAU major event investment decisions be delayed until there is more certainty.
- The Board noted that it supported the event "in principle" but required further information before deciding whether to formally approve the investment sought. Management agreed to return to the Board early in the new year with further information on the strategic alignment of the event, the estimated economic benefits, and a brief analysis of a similar alternative event to compare the potential investment benefits. **(ACTION POINT)**

The Board:

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

1. **Approved** the proposed investment of ██████████, from the Regional Events Fund across FY 2022/23 and FY 2023/24.
2. **Noted** that Management will undertake further work on the proposed investment into the ██████████ and return to the Board for discussion.

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

*Richard Clake and Chris Simpson left the meeting. Kirsten Lacy joined the meeting.*

### 13. AUCKLAND ART GALLERY TOI O TĀMAKI EXHIBITION BUSINESS CASE

Kirsten Lacy spoke to the paper.

- Management noted that the team is working hard to secure the “in principle” agreement of another international art gallery to host the [REDACTED] exhibition after the Auckland Art Gallery Toi o Tāmaiki (AAGTOT) exhibition. Should another hosting gallery be found, permission of the studio/artist [REDACTED] will be sought. S7(2)(f)(i),(h),(i) LGOIMA 1987
- Management noted that a conservative approach to visitation and revenue was taken in the business case. The proposed exhibition has the advantage of appealing to a broad range of audiences and its visual appeal has transferred well via social media at other locations.
- The Board noted its support for the exhibition but encouraged Management to continue to work hard on securing the agreement of a second art gallery to host it after AAGTOT (as this would create efficiencies and improve the cost/benefit ratio of the exhibition), and on securing sponsorship for the exhibition from the Chinese business community.

The Board:

1. **Approved** the expenditure required to bring the [REDACTED] exhibition to Auckland Art Gallery Toi o Tāmaiki; and  
S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Delegated** authority to sign the exhibition contract to the Chief Executive.

*Kirsten Lacy left the meeting and Pam Ford joined the meeting.*

### 14. PROJECT IKUNA SUPPLIER CONTRACT EXTENSION

Pam Ford spoke to the paper.

The Board:

1. **Approved** the continuation of eight existing training providers to deliver “Future Ready” micro-credential training for Pacific workforces in Tāmaiki Makaurau in 2023 to the requested value; and
2. **Delegated** authority to Nick Hill, Chief Executive, to enter contracts as required to deliver this project

*Pam Ford left the meeting.*

### 15. MANNED SECURITY SERVICES PROCUREMENT

Justine White spoke to the paper.

The Board:

1. **Approved** the awarding of the manned security services contract to Red Badge on the agreed terms, and
2. **Delegated** authority to the Chief Executive to execute the contract.

*Paul Tyler joined the meeting.*

### 17. CAPITAL PROGRAMME BUSINESS CASE

Paul Tyler spoke to the paper.



- The Chair of the Capital Projects Committee noted that the Committee considered two new capital programme business cases at its recent meeting. The Committee recommended that the Board approve the first business case (replacement of the Aotea Centre switchboards), but asked Management to temporarily delay the second business case [REDACTED], given the current fiscal environment. The Aotea Centre switchboards are a critical “lights on” matter for the Aotea Precinct and will complement the new precinct power generator.
- Management noted that the current obsolete switchboards pose an increasing risk to health and safety and operations across the Aotea Precinct. The switchboards are now so old that it is becoming difficult to find engineers willing to support them. A preventative approach rather than a reactive approach needs to be taken for critical infrastructure.

The Board **approved** the Aotea Switchboard Replacement business case at an estimated cost of [REDACTED]

[REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987

## 18. AOTEA PRECINCT EMERGENCY POWER GENERATION

Paul Tyler spoke to the paper.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987

## 19. AUCKLAND ART GALLERY HERITAGE PROJECT

Paul Tyler spoke to the paper.

- Management noted that Phase 2 of the Auckland Art Gallery Heritage Project is still being scoped and will return to the Board early next year for approval.
- The Board noted that the heritage nature of the Art Gallery building severely limits options when deciding how to undertake some aspects of the project.
- Management agreed with the Board and noted that as well as having to hire specialist workers to carry out some of the work, heritage building projects tend to require more investigation, design and planning than standard construction projects which adds to spending on experts and specialists. However, investing in these aspects of heritage projects is the best way to mitigate the risk of discovering further issues during the project which can result in significant “surprise” costs.

The Board:

1. **Approved** the award of the Main Construction Contract for Stage 1 of up to [REDACTED], funded from the approved project budget. S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Noted** that Management will return to the Board for approval of Stage 2 along with a budget change request in February.
3. **Delegated** the signing of the Contract to the Chief Executive of Tātaki Auckland Unlimited

## 20. CAPITAL PROGRAMME BUDGET REPRIORITISATION

Paul Tyler spoke to the paper.

- The Chair of the Capital Projects Committee noted that the budget reprioritisation paper shows how TAU's capital projects have been reordered and rescope to accommodate changes to the plan over the last year including new projects such as the reinstatement of the VEC and rescope projects such as Aotea Precinct Emergency Power Generation project. At its recent meeting, the Committee noted that TAU's capital programme will likely need to be reviewed again once TAU receives the Mayor's Letter of Expectation in December.

The Board **noted** the Capital Programme Budget Reprioritisation update.

The meeting ended at 3.38 p.m.

Confirmed as a true and correct record of the meeting of 30 November 2022:

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

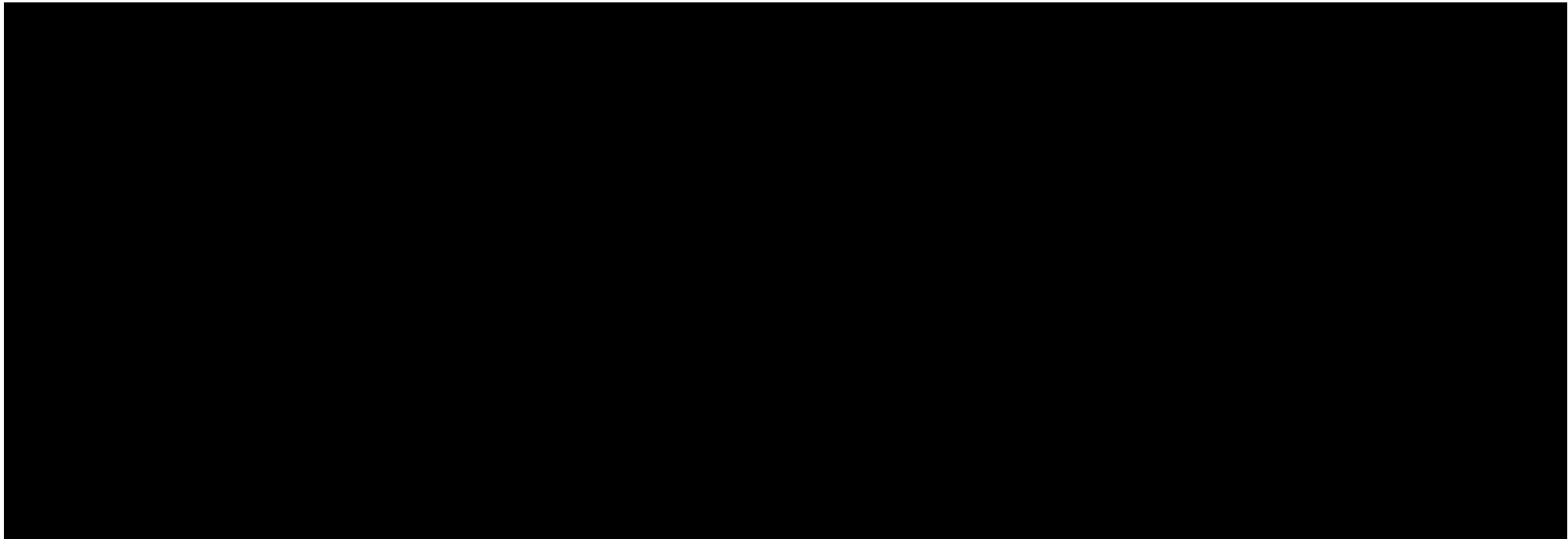
# Chief Executive Report

Report to the Board of Tātake Auckland Unlimited – 31 January 2023

## 1. Introduction

- The CEO reporting format continues to be refined, and the January report includes a number of new graphic metrics. Over the coming months, we will also include regular reporting on Māori Outcomes and Climate and Sustainability.
- Patronage at all our venues continues to be strong supporting a positive financial result for the first 6 months.
- The Mayor's Letter of Expectations (LOE) was received in late December. It sets out a number of clear and specific challenges for TAU including a reduction of rate-payer funding of \$27.5M.

## 2. Finance update



Financial information withheld from public pack due to NZX Listing Rules

Capex results will be included in February



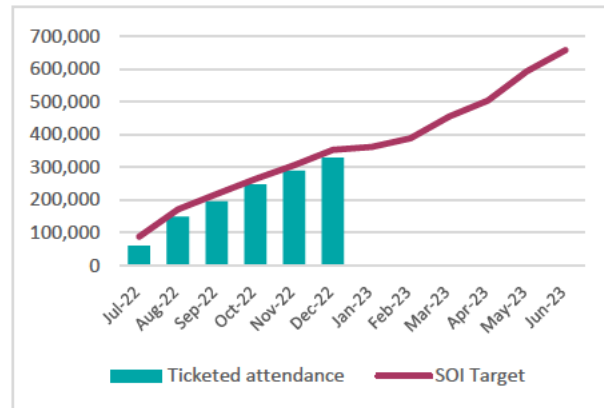
### 3. Strategic Plan implementation

#### Experiences and Events

Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> <li>Auckland Live partnered with LEGO (supported by Heart of the City and Auckland Council) for <b>LEGO Christmas in the Square</b> which ran from 10-27 Dec. Its participatory performing arts programme, which supported the activation, attracted nearly 15,000.</li> <li><b>Matador</b> (a circus production from Australia) was hosted in The Civic. Delays at Ports of Auckland resulted in the whole production of set/costumes/props being rebuilt by the Auckland Live technical team, with support from key suppliers, to make the opening. It was attended by more than 4500 patrons – exceeding attendance expectation and matching that of an average musical house per night.</li> </ul>	<ul style="list-style-type: none"> <li>Presenting to <b>MBIE</b> the priority TAU invested and owned events that TAU will be seeking funding for from MBIE. Will assist in identifying event priorities and a three-year investment portfolio approach with MBIE.</li> <li>[REDACTED]</li> <li>Consideration to establish an independent governance structure for an LOC of the [REDACTED]. <b>Stakeholder meetings</b> in process with Eke Panuku, iwi, Viaduct Holdings.</li> </ul> <p style="text-align: right;">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p><b>Auckland Conventions</b></p> <ul style="list-style-type: none"> <li><b>Viaduct Event Centre</b> has taken more than 100 bookings in the first month of inquiries.</li> <li><b>Manager, Convention Sales</b> role was shortlisted and interviewed in December and anticipate start date of end of February.</li> <li>December saw strong <b>revenue outcomes</b> at Queens Wharf to offset lower revenue from Aotea Centre and VEC rental.</li> </ul> <p><b>Auckland Convention Bureau</b></p> <ul style="list-style-type: none"> <li>Submitted a <b>bid for Auckland to host the 18th World Congress on Public Health 2026</b> (3000 attendees, total est. economic impact \$5m).</li> <li><b>Won the rights for Auckland to host Amway Hong Kong incentive</b> in April 2023 (400-450 delegates).</li> <li>Attended Professional Conference Organiser Conference 2022 in Tasmania and The Australasian Society of Association Executives 'ACE 2022' in Melbourne. Both shows provided an opportunity to connect and <b>strengthen relationships with key MICE agents</b>.</li> </ul>
FIFA Women's World Cup 2023	City wide Events Calendar	
<ul style="list-style-type: none"> <li><b>Seven Team Base Camps</b> across Tāmaki Makaurau Auckland <b>were confirmed</b> for international teams, with a further team to be confirmed following the Play-Off Tournament in February.</li> <li>An <b>online briefing</b> to all <b>Local Board members</b> was held in December.</li> <li>A <b>destination-focused marketing campaign</b> was briefed to new panel agency TBWA in December. Upcoming promotional milestones include the Unity Pitch activation 19-22 January at Te Komititanga Square (FIFA's unique multi-coloured football pitch), the US Women's National Team vs Ford Football Ferns 'friendly' on 21 January at Eden Park, and the Play-Off Tournament 17-23 February at North Harbour Stadium.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing <b>internal TAU engagement</b> re existing systems and transition/alignment to single process for City Wide Events Calendar to allow automated process.</li> <li><b>Integration and web platform development</b> in progress for the city wide interface.</li> <li>TAU <b>engagement with Auckland Council</b> to extract event data from Auckland Council systems.</li> </ul>	

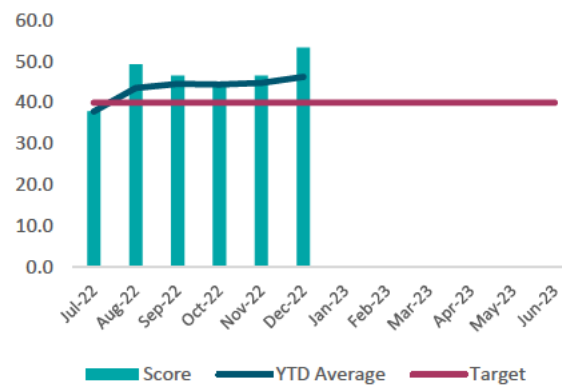
## KPI RESULTS

### Ticketed attendance Auckland Live (cumulative)



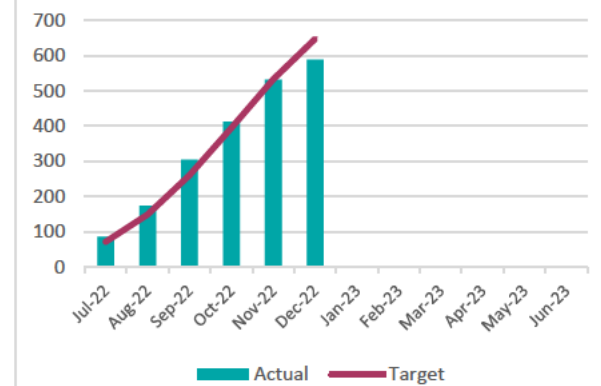
Ticketed attendance has been tracking **slightly below target** (-7% as of Dec)

### NPS for TAU audiences and participants Auckland Live



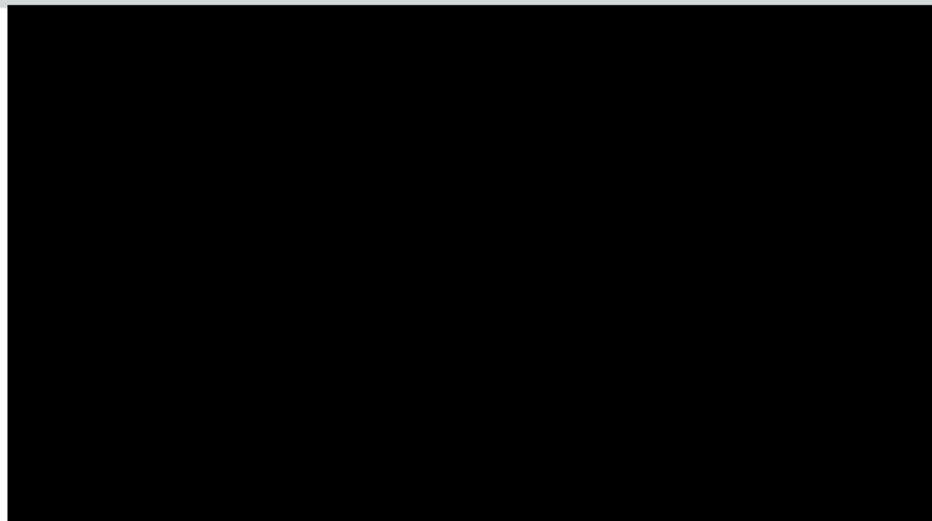
Apart from the first month of the FY, the NPS score has been tracking **consistently above target**

### Number of events ALAC



Tracking **slightly below target**, due to reduced number of events in Dec due to mix of market offer and reduced capacity to deliver

### Financial ALAC EBITDA

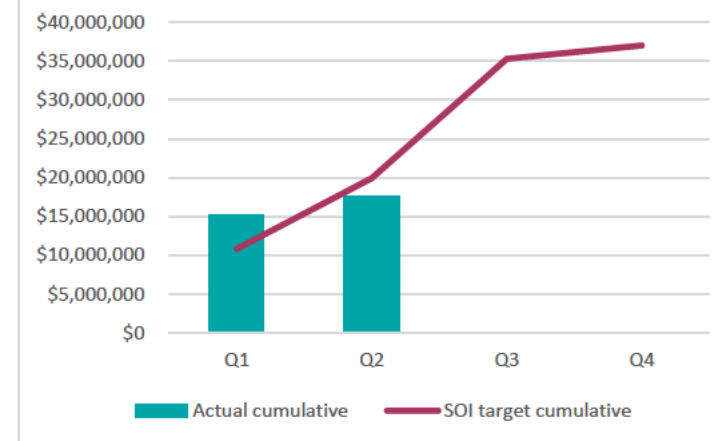


Financial information withheld from public pack due to NZX Listing Rules



SOI measure or component of SOI measure

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



**On track** – Q1 results were above target; Q2 results are based on the evaluation of six out of twelve events supported by TAU

Results exclude business events contribution which is measured once at the end of the FY

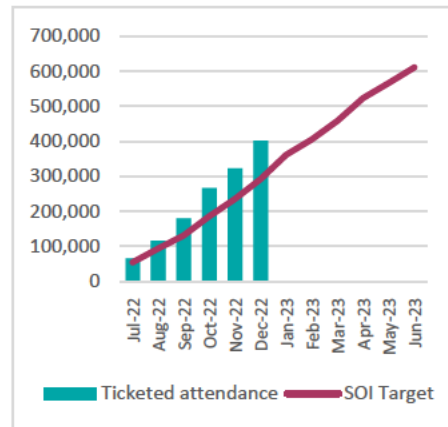
## Taonga and Places

Auckland Zoo	Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> <li>• The <b>Zoo turned 100 years old</b> on 16 Dec. As part of the centenary celebrations, a new public exhibition was opened by Mayor Wayne Brown, on the same day.</li> <li>• Despite very poor weather, the Zoo still only fell short of its revenue target by -\$21,000 in Nov and <b>exceeded its Dec visitation target</b> by more than 10,000 visits (with more than 30,000 in 6 days over Christmas / New Year).</li> <li>• <b>Tigers Ramah and Zayana</b> arrived from the US in November following almost three years of intensive negotiations and planning.</li> <li>• In December, the Zoo received eight <b>tara iti eggs</b> (Aotearoa's rarest breeding bird with less than 40 individuals left in the wild) for <b>artificial incubation</b> and hand-rearing. Seven of these eggs hatched successfully and have thrived under the team's round-the-clock care. The last one will hopefully join them soon.</li> <li>• In November, the Zoo worked with several community groups and charities to <b>support access to the Zoo</b> which benefits their wellbeing and helps them thrive.</li> <li>• More than 15,000 rangatahi connected with the Zoo's <b>conservation learning team</b>.</li> <li>• <b>Key Infrastructure completed</b>: South America power upgrade and Australia perimeter access road.</li> <li>• Te Puna cafe, the Zoo's new landmark F&amp;B facility received the <b>2022 New Zealand Architecture Award</b> for Public Architecture.</li> <li>• In collaboration with Toitū, work has commenced on <b>developing specific emissions factors for animal food</b> (the Zoo's biggest source of emissions) which should lead to a reduction in these emissions.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Record visitation</b> across December and New Year period. The Gallery welcomed 24,048 manuhiri through our doors in the first full week for 2023.</li> <li>• <b>Major international exhibition</b> was confirmed as 23/24 summer blockbuster.</li> <li>• <b>1-Year Review of Kaupapa Māori at Toi o Tāmaki</b> was presented to TAU Boards/Execs, Gallery Advisory Committee, Haerewa and Gallery kaimahi.</li> <li>• The <b>Kia Whakahou, Kia Whakaora</b> Heritage Project commences 18 Jan with slate roof tile replacement. Scaffold wrap design by Māori artist Graham Tipene with branding/comms across the streetside hoardings.</li> </ul>
NZ Maritime Museum	Auckland Stadiums
<ul style="list-style-type: none"> <li>• <b>Captains, Collectors, Friends &amp; Adventurers</b> exhibition opened on 1 Dec. Presenting a selection across the whole collection to emphasises its depth for the musuem's 30<sup>th</sup> anniversary this year.</li> <li>• The brigantine <b>Breeze reentered public sailing</b> for the first time in 5 years, with the first few 3 hour sailings sold out. She also undertook the musuem's first long distance/overnight sailing to Coromandel in some years.</li> <li>• <b>NZMM Masterplan</b> reached its final draft stage via a workshop with NZMM Senior Team and TAU representatives – final version for ELT and Board review to be presented early this year.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Jack Johnson's concert</b> at Western Springs on 10 Dec – despite the rain, attendance by about 8000 enthusiastic fans.</li> <li>• <b>Megaland</b> returned from 2-21 Dec. It was popular with corporate Christmas groups.</li> <li>• <b>Lilyworld</b> ran a Tik Tok, Instagram, Facebook and EDM with <b>Lazy Susan</b> from 1-8 Dec to increase awareness as a food and fun entertainment destination.</li> <li>• The wet weather saw 4 of the 8 <b>Tuatara Baseball games cancelled</b> at North Harbour Stadium.</li> </ul>

Single Operator Stadiums Auckland (SOSA)	Western Springs Precinct
<div data-bbox="203 188 1122 416" data-label="Image"> </div> <p data-bbox="203 443 506 472">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<div data-bbox="1155 188 2063 499" data-label="Image"> </div> <p data-bbox="1167 528 1469 557">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>
Aotea Creative Quarter	Auckland Film Studios Sale
<ul style="list-style-type: none"> <li data-bbox="203 743 1077 855">Presentation by Auckland Live and ARM architecture to council whanau (through city centre activation) delivered in mid January, highlighting the <b>priorities to finalise a refreshed masterplan</b> for the Quarter and outline next steps for possible phasing and sourcing of funding.</li> </ul>	<div data-bbox="1144 735 2051 940" data-label="Image"> </div> <p data-bbox="1155 971 1458 1000">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

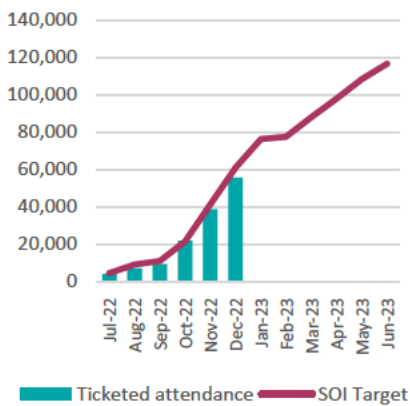
## KPI RESULTS

### Auckland Zoo ticketed attendance (cumulative)



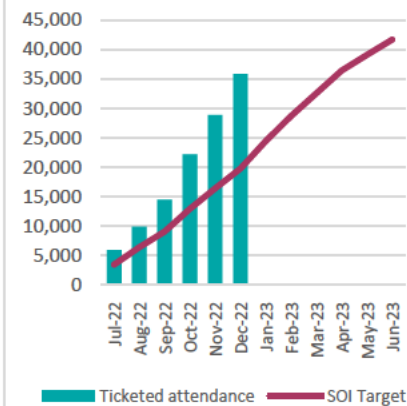
The Zoo's attendance has been tracking **within or above target** for the first few months of the FY. High visitation is associated with the South East Asia Jungle Track project completion and centenary celebrations

### Auckland Art Gallery ticketed attendance (cumulative)



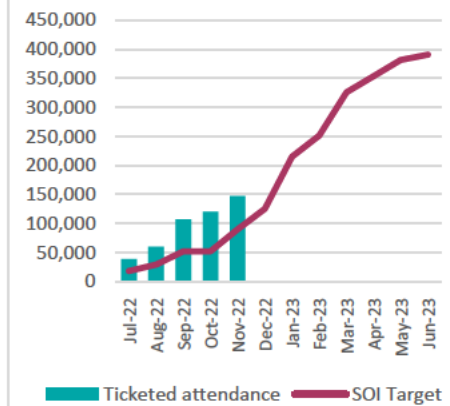
The Art Gallery's attendance saw a **high increase** in Nov and Dec (which was the result of the *Frida Kahlo and Diego Rivera* exhibition that broke the Gallery's attendance records) and it's on track to meet its annual SOI target

### NZ Maritime Museum ticketed attendance (cumulative)



The Museum's attendance has been tracking **well above target** for the first few months of the FY

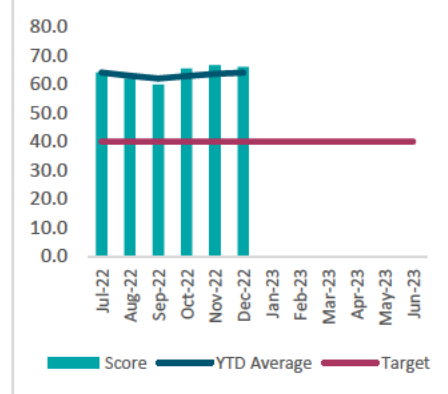
### Auckland Stadiums ticketed attendance (cumulative)



The Stadium's attendance has been tracking **well above target** in the first few months of the FY, with over 30% above target in Nov

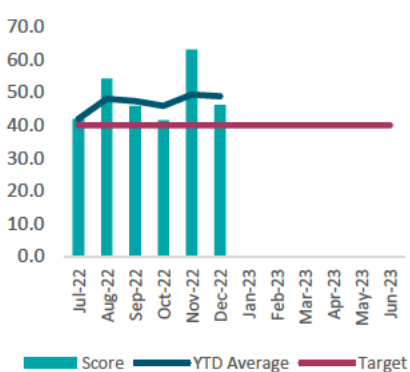
Official results for Dec aren't available yet

### Auckland Zoo NPS



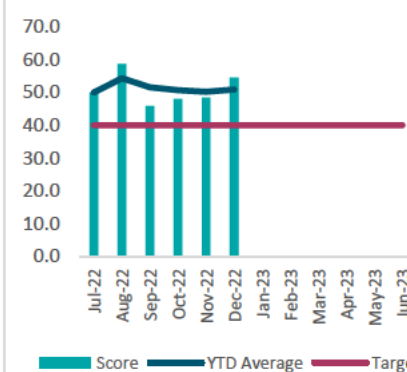
The Zoo's NPS score has been tracking consistently **above target**

### Auckland Art Gallery NPS



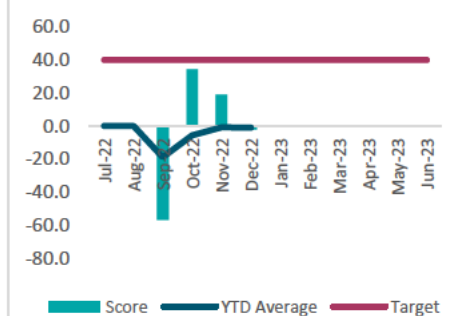
The Gallery's NPS score has been tracking consistently **above target**

### NZ Maritime Museum NPS



The Museum's NPS score has been tracking consistently **above target**

### Auckland Stadiums NPS



The Stadium's NPS score has been tracking **below target**

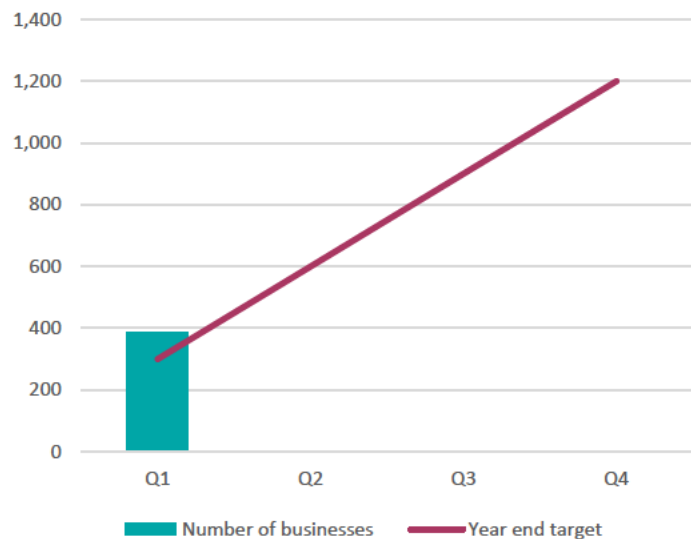
The Stadium's results are usually heavily dependent on the weather (e.g. the concert's attendees were upset by the mud because it was raining) and are not always related to the event itself, but to the venue



Visitor Economy	Tech & Innovation
<ul style="list-style-type: none"> <li>Auckland welcomed <b>12 cruise ships</b> between 24 Dec and 08 Jan. Six were transit visits, which are the optimal for passenger engagement. TAU staff and industry partners were present to greet passengers, hand out maps and provide city information for three ships on 30 and 31 Dec.</li> <li>Progress towards <b>Destination Management Plans</b> continues with feedback continuing from local boards (Great Barrier, Waiheke).</li> <li>Tāmaki Makaurau continues to receive <b>international accolades</b>; <ul style="list-style-type: none"> <li>Auckland is named at number five on the <i>New YorkTimes</i>’ list of 52 places to go in 2023, with the article pointing out Auckland’s status as the culinary capital of Aotearoa.</li> <li>Auckland was also the first destination listed on <i>Condé Nast Traveler’s</i> 23 Best Places to Go in 2023. The magazine has a monthly global readership of five million.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Hosted the <b>Finnish Prime Minister, Finnish Minister of Development Cooperation and Foreign Trade, and seven Finnish companies</b> at GridAKL, to showcase Auckland’s tech &amp; innovation ecosystem. Auckland tech businesses: Ohmio, Nanolayr, Mint Innovation, Dotterel, and Vortex provided demonstrations to the trade delegation, including Ohmio’s autonomous vehicle which is looking to export to Finland.</li> <li>Connecting the emerging aerospace industry continues with another <b>Aerospace Auckland</b> event at GridAKL. 80 industry participants joined the session to discuss the National Space Strategy.</li> <li>Delivered first <b>Newcomers in Tech</b> event to support migrants’ connection into the Auckland’s tech ecosystem. A community portal is being established to grow engagement, with meetups taking place bi-monthly.</li> <li>1157 GridAKL <b>community members</b> 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.</li> </ul>
Screen & Creative	APTR Funding Gap
<ul style="list-style-type: none"> <li><b>Unitary Plan Sites &amp; Places of Significance to Mana Whenua, and filming:</b> On 8 Dec, Council’s Planning committee unanimously supported TAU/Council planner request to pursue a plan change for filming on scheduled sites of significance. Next phase of project involves developing the plan change, MOU with iwi, and protocols for industry.</li> <li><b>A formal submission to MBIE/MCH for the</b> Government’s review of the NZSPG (investment in screen via a rebate) submitted on 17/12, after consulting 30+ industry leaders.</li> <li><b>Official opening of Auckland Film Studios</b> new stages held on 12 Dec, attended by Mayor and Ministers (Sepuloni &amp; Twyford). The high-level Auckland Screen Taskforce (TAU, Council leadership, industry leaders) to improve regional competitiveness was announced.</li> <li><b>M3GAN and Avatar films took #1 and #2</b> spots at the American box office on Jan 6, both of which involved production in Auckland. <i>M3GAN</i> was 100% filmed in Auckland (main shooting at the ASB Showgrounds).</li> </ul>	<ul style="list-style-type: none"> <li>Planning for alternative funding for tourism and events attraction continues. TAU held one on one <b>meetings</b> 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 <b>funding gap solution</b>.</li> <li>A <b>virtual update</b> was held on 15 Dec to update industry stakeholders on what progress had been made since the workshop held on 2 November. All feedback received was positive.</li> </ul>

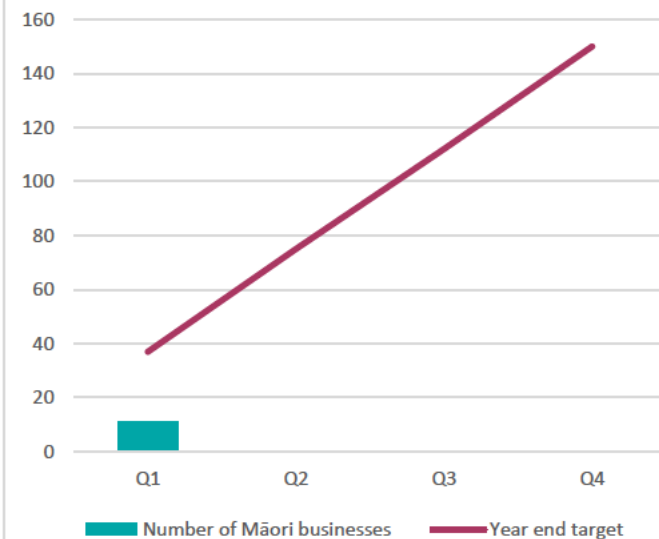
## KPI RESULTS

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



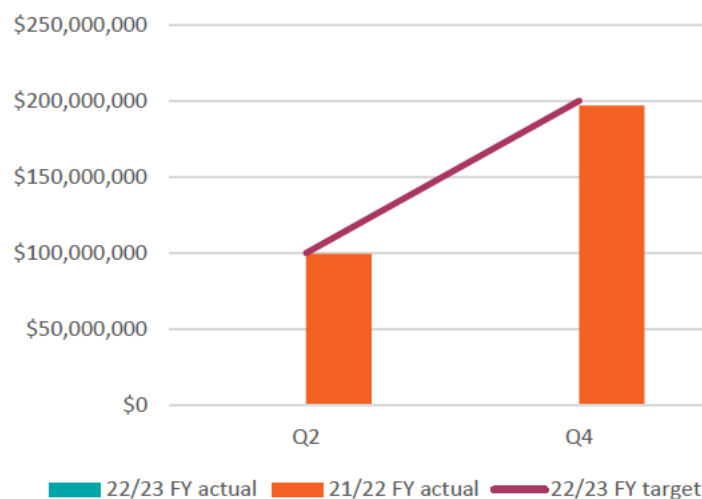
Result reported quarterly  
**On track**  
Q2 results will be available in the Feb report

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



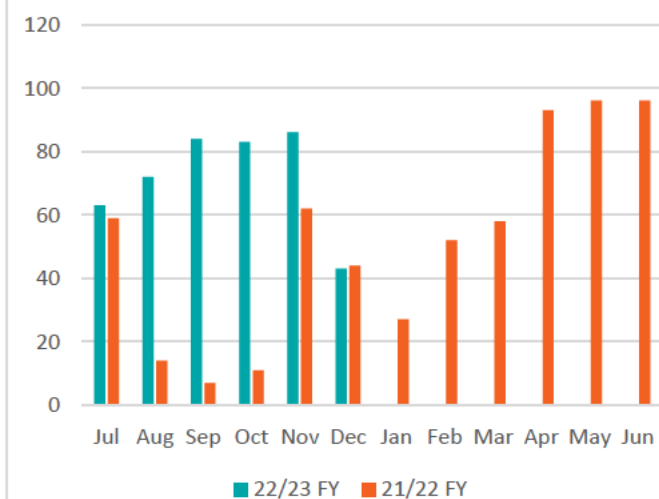
Result reported quarterly  
Although **currently low**, this number is **expected to grow significantly** across the year as programmes roll out as planned  
Q2 results will be available in the Feb report

### Attributable value of private sector investment secured during the year



Results reported six-monthly.  
No results are available for this FY yet  
In 21/22 FY, the \$200m target was almost achieved (within 2%)

### Screen permits processed



There was a **slight decrease** in screen permits processed in Dec, which is normal in this time of the year  
This year's permits numbers are still **tracking well over the last year's results**

## Brand and Reputation

Visitor marketing	Event marketing	Cultural Organisations marketing
<p><b>Australia</b></p> <ul style="list-style-type: none"> <li>The <b>Auckland is Calling</b> (TAU) spring campaign concluded with 14.9m total impressions. 3.5m of these came through the Tourism New Zealand Partnership. [REDACTED]</li> <li>All benchmarks from previous campaigns were <b>exceeded</b> with video performing 5x better than previous campaign iterations.</li> </ul> <p><b>Domestic</b></p> <ul style="list-style-type: none"> <li><b>Auckland is Calling</b> delivered strong results for the year Nov 21–Nov 22, incl 147K+ clicks to aucklandnz.com, 29m+ impressions and 5.8m+ completed video views.</li> <li>The <b>Iconic Eats</b> launch reached 280K users out of 1.6m opportunities for the ads to be seen (exceeding planned impressions by 23%).</li> <li>Development work continued for the <b>urban discovery campaign</b> to run Mar-Apr 2023 encouraging local and regional re-engagement with Auckland's 'central experience district'.</li> </ul>	<p><b>Auckland Live</b></p> <ul style="list-style-type: none"> <li>Supported 20 commercial promoters, four major campaigns, ran four Auckland Live campaigns and supported The Art Of Black Grace 1/5 as the Auckland Live Performing Arts Partner.</li> </ul> <p><b>Major events</b></p> <ul style="list-style-type: none"> <li>A destination-focused <b>FIFA marketing campaign</b> was briefed to new panel agency TBWA in Dec. Promotional milestones begin with NZL vs USA 'friendly' 21 Jan with play-offs in Feb.</li> <li>The <b>'Haka is Here'</b> campaign was booked to go live across Tāmaki Makaurau from mid-Jan. Creative was finalised and media buying support given to Te Matatini.</li> <li>The <b>Summer is Calling</b> video was delivered to go live from Jan on TVNZ+, Three Now, YouTube and social media. The campaign will remain in market until end Mar with media directing to the overall campaign site, supporting Council.</li> <li><b>Lantern Festival creative</b> was completed by the internal studio and media confirmed for the campaign go-live in Jan.</li> </ul>	<ul style="list-style-type: none"> <li>The <b>Frida Kahlo exhibition campaign</b> continued, driving high visitation. Campaign highlights from this period include sold-out tickets to Viva Mexico, a special after-hours event celebrating Frida &amp; Diego; bus shelter wraps across Auckland and Wellington; digital airport advertising.</li> <li>The <b>Robin White and Chartwell campaigns</b> continued across OOH, social and digital.</li> <li>The new temporary exhibition, <b>Captains, Collectors, Friend &amp; Adventurers</b>, opened on 1 Dec. The <b>social media campaign</b> launch reached more than 283K people over the month.</li> <li>[REDACTED]</li> <li>The Zoo will launch its <b>above-the-line centenary campaign in April</b> to maximise resources and maintain momentum into Q4, relying on generated media and the SE Asia Jungle Track campaign to carry visitation through summer.</li> </ul>
Investment and Industry marketing	Auckland brand and reputation	Digital Auckland
<ul style="list-style-type: none"> <li><b>Climate Connect Aotearoa:</b> Launch of bi-monthly newsletter; Launch of Climate Resource Knowledge Map; First post-launch digital marketing report produced.</li> <li><b>Create Auckland 2030:</b> Marketing Plan produced. Deliverables to include a new creative ecosystem platform.</li> <li><b>Auckland Film Studios</b> – studio opening: Screen Auckland international trade media release had strong pick up – 15+ outlets including Variety, Deadline, IMDB, KFTV, Yahoo.</li> </ul>	<ul style="list-style-type: none"> <li>Pre-planned <b>New Year's Eve footage</b> of Auckland featured in TVNZ countdown, was posted to TAU's own channels and syndicated internationally.</li> <li>In-house studio supporting the <b>rollout of the Lantern Festival, Urban Discovery and FIFA campaigns</b> following agency creative development to achieve efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>Design 95% completed</li> <li>The tone of voice guidelines approved</li> <li>Drop #1 of the build completed</li> <li>Testing underway</li> <li>SEO agency appointed</li> <li>Content creation underway</li> <li>Client-side GA4 tracking is being implemented by AKQA (build agency)</li> <li>Measurement Framework approved</li> </ul>

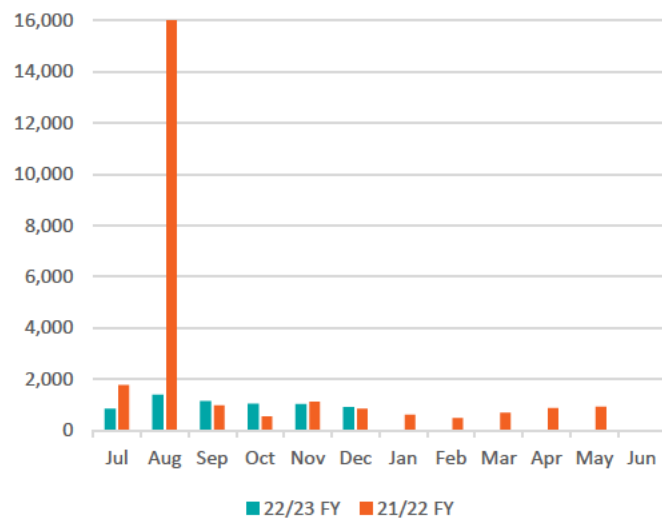
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LGOIMA 1987

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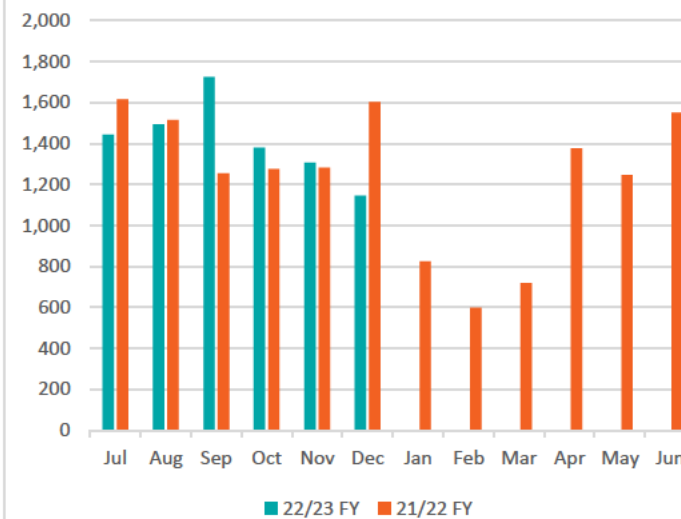
## KPI RESULTS

### Auckland Brand Home visits



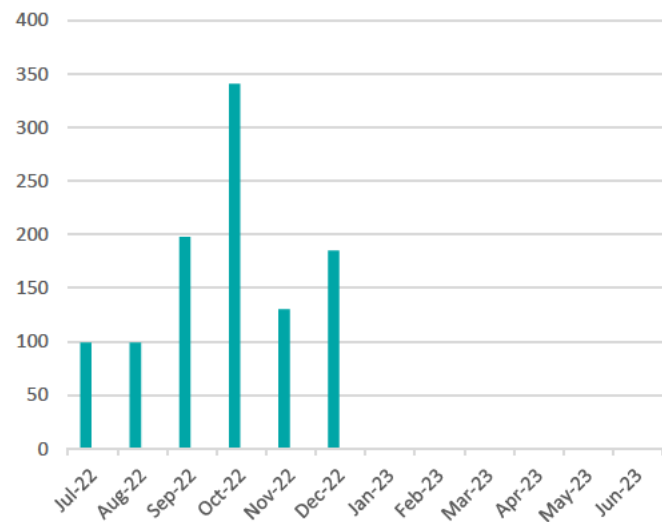
Small decrease in views over Christmas holiday break

### Download of brand assets



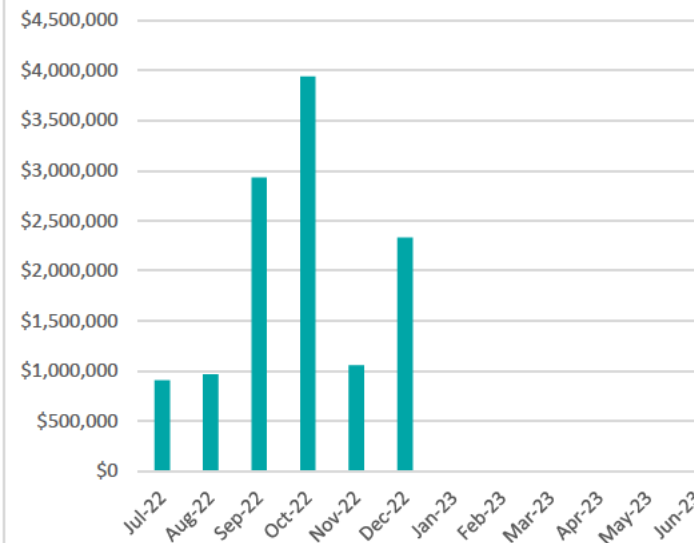
Small decrease in use over Christmas holiday break

### Media coverage mentioning TAU



A pleasing **43% increase** in coverage this month despite the shorter working month was driven by Auckland Zoo's centenary, Mayor Brown's comments around Auckland Art Gallery, budget discussions and letters of expectation, and the Auckland Film Studios opening – all of which required careful media management

### Equivalent Advertising Value of TAU media coverage



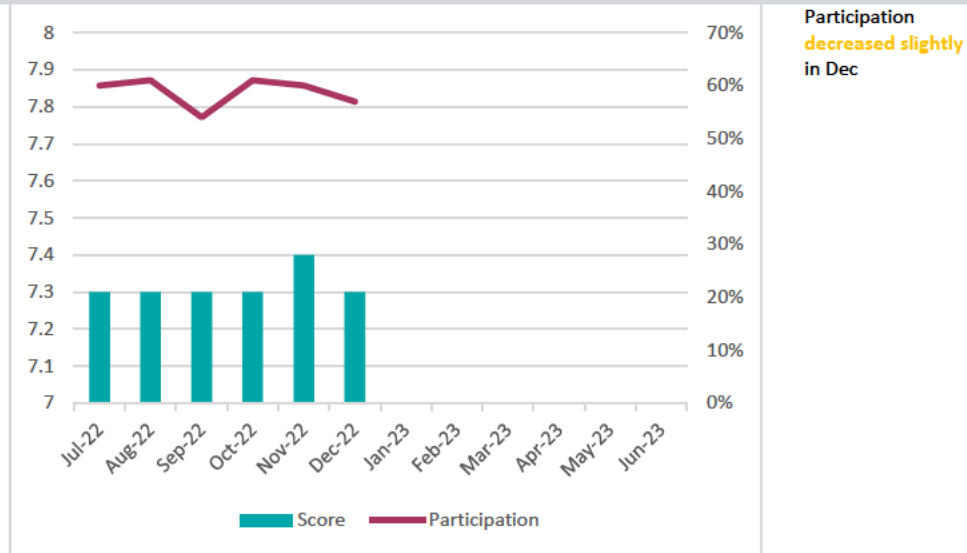
The more than **double (121%) increase** in EAV can be attributed to a significant increase in high value media, particularly broadcast television coverage related to Auckland Zoo's centenary celebrations, and the public release of the Mayoral budget proposal and letters of expectation

## Organisation and Social Enterprise

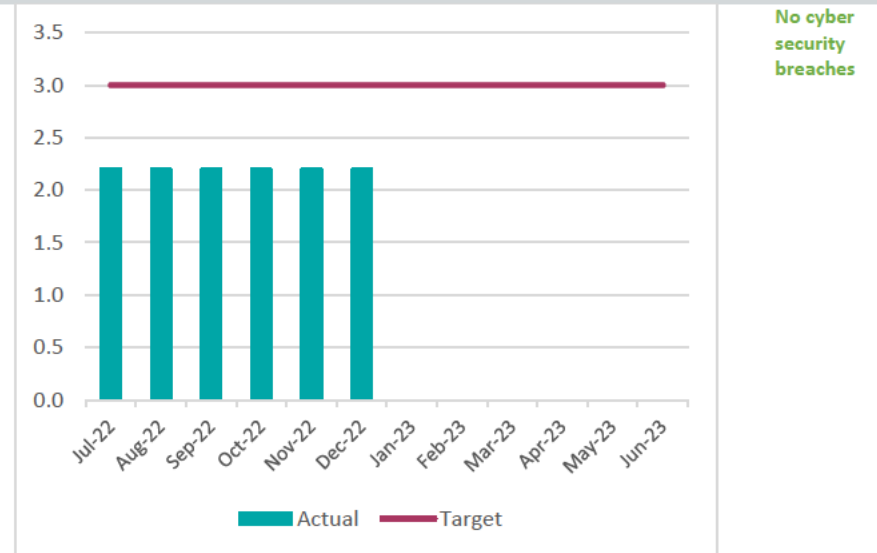
Culture and Values	ICT Enhancement
<ul style="list-style-type: none"> <li>On track for <b>Board endorsement</b> – 25 January.</li> <li>Work continuing to <b>progress with design partners</b> as we now move into the exciting phase of project and launch – 22 February 2023.</li> </ul>	<ul style="list-style-type: none"> <li> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> </li> <li>The <b>data and integration platform</b> is currently being delivered in line with Synergy and Digital Auckland Hub timeline requirements.</li> </ul> <div style="text-align: right;">S7(2)(f)(i),(h),(i) LGOIMA 1987</div>
Commercial Revenue & Partnership Strategy	Project Synergy
<ul style="list-style-type: none"> <li>Work is progressing 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.</li> <li>We are also continuing to explore viable alternative funding channels, including sponsorships, philanthropy grants, and venue utilisation through commercial events across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Marketing creative operations consultant procured to define a <b>single campaign 'go-to-market' process</b> in support of the internal agency model. Phase 1 to start in January.</li> <li><b>Completed Customer Roadmap sessions</b>, underpinning CRM project, with key stakeholders. Draft and future state to be presented in January.</li> <li>Good progress has been made on <b>Product selection and architecture design</b> for both CRM &amp; eDM.</li> <li>Ongoing <b>analysis of key Food &amp; Beverage revenue and commercial revenue channels</b> to identify scale and opportunity.</li> <li><u>Sponsorship consultant procurement</u> underway with outcome due mid-January.</li> <li> <div style="background-color: black; height: 1.2em; width: 100%;"></div> <div style="background-color: black; height: 1.2em; width: 100%;"></div> </li> </ul> <div style="text-align: right;">S7(2)(f)(i),(h),(i) LGOIMA 1987</div>

## KPI RESULTS

### OfficeVibe engagement score and participation



### Cybersecurity posture



Financial information withheld from public pack due to NZX Listing Rules

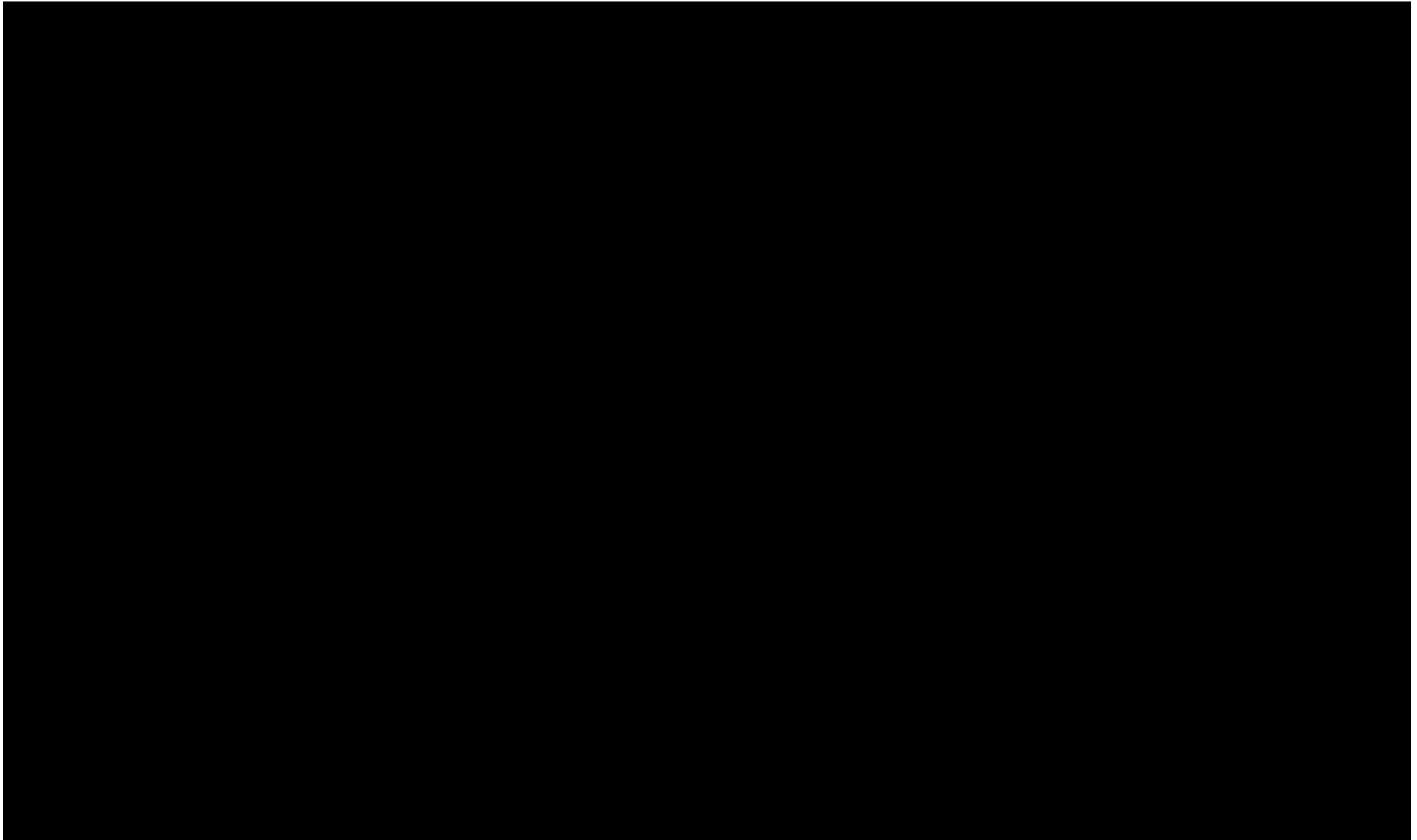
## 4. Schedule of Appendices

- Cybersecurity Dashboard: (Monthly)
- Climate & Sustainability Dashb: (Bi-monthly)
- Māori Outcomes Dashboard (TBC):(Bi-monthly)
- Project Synergy Update: (Monthly until completion)
- Digital Auckland Update: (Monthly until completion)

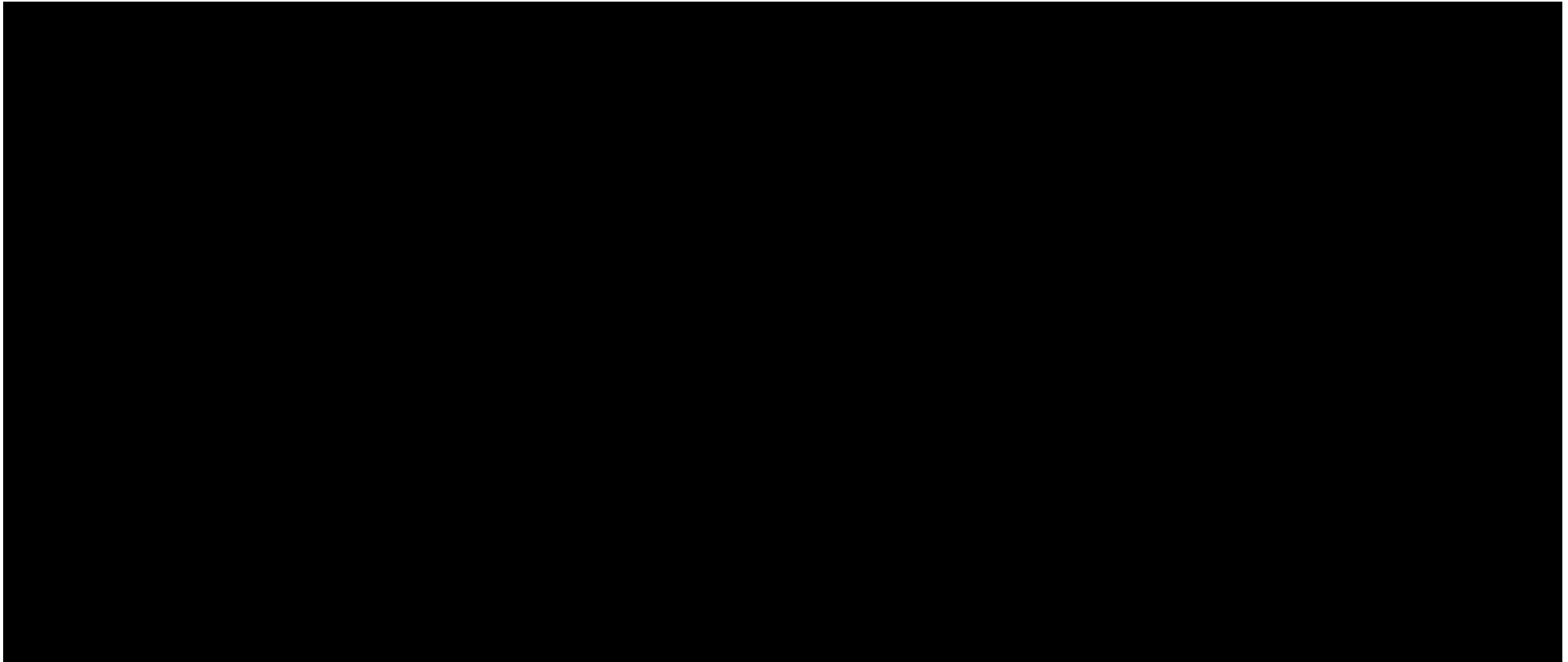
## 5. CE sub-reports in Resource Centre

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

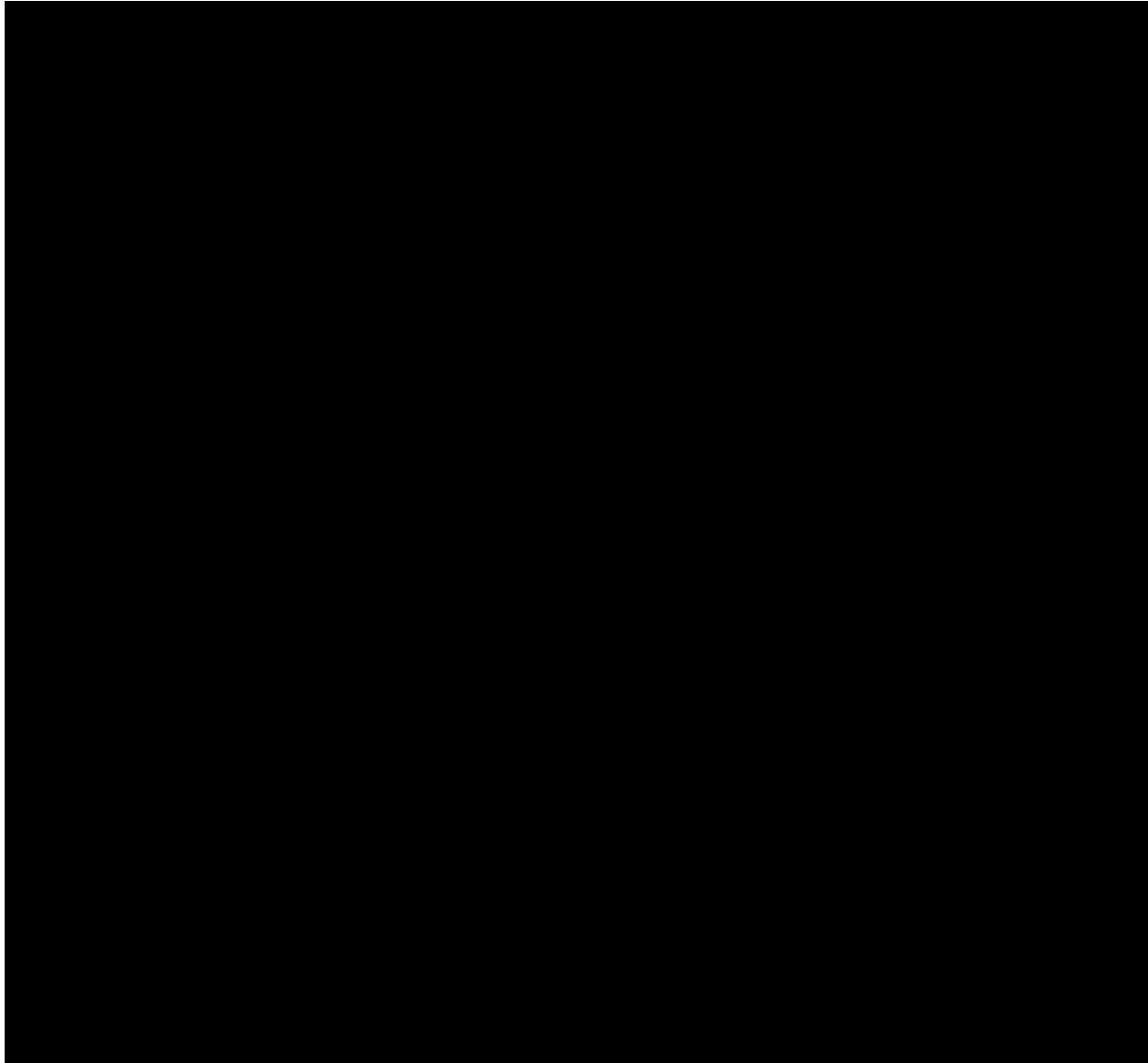
Appendix 1: Cybersecurity Dashboard, January



## Appendix 2: Synergy High Level Plan



Appendix 3: Digital Auckland – Status Report as at 10th January 2023

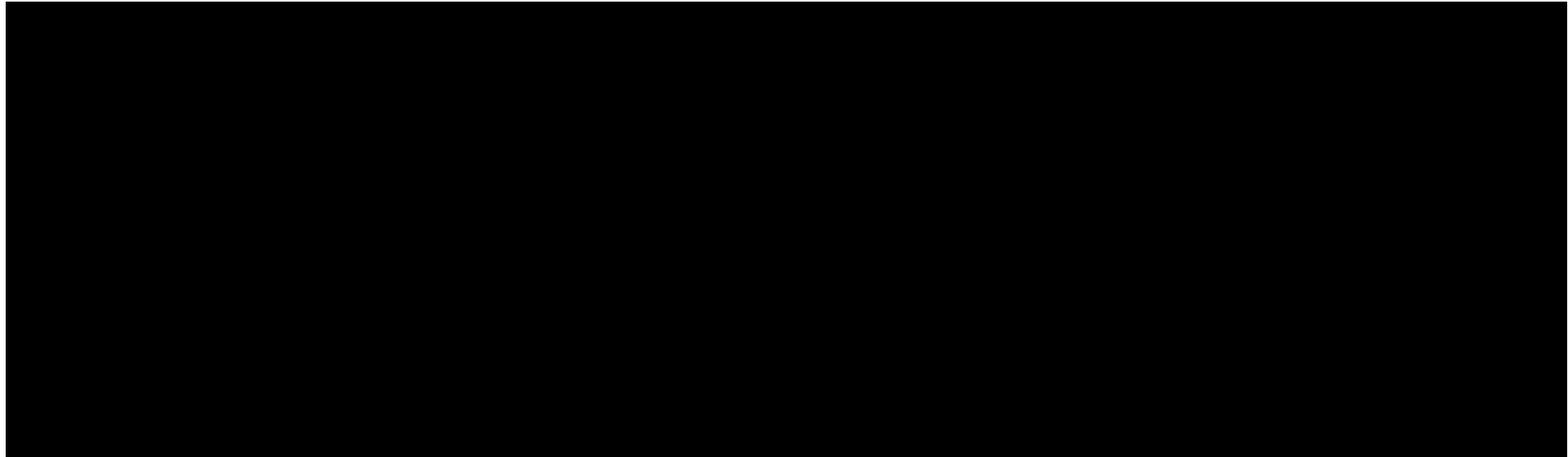




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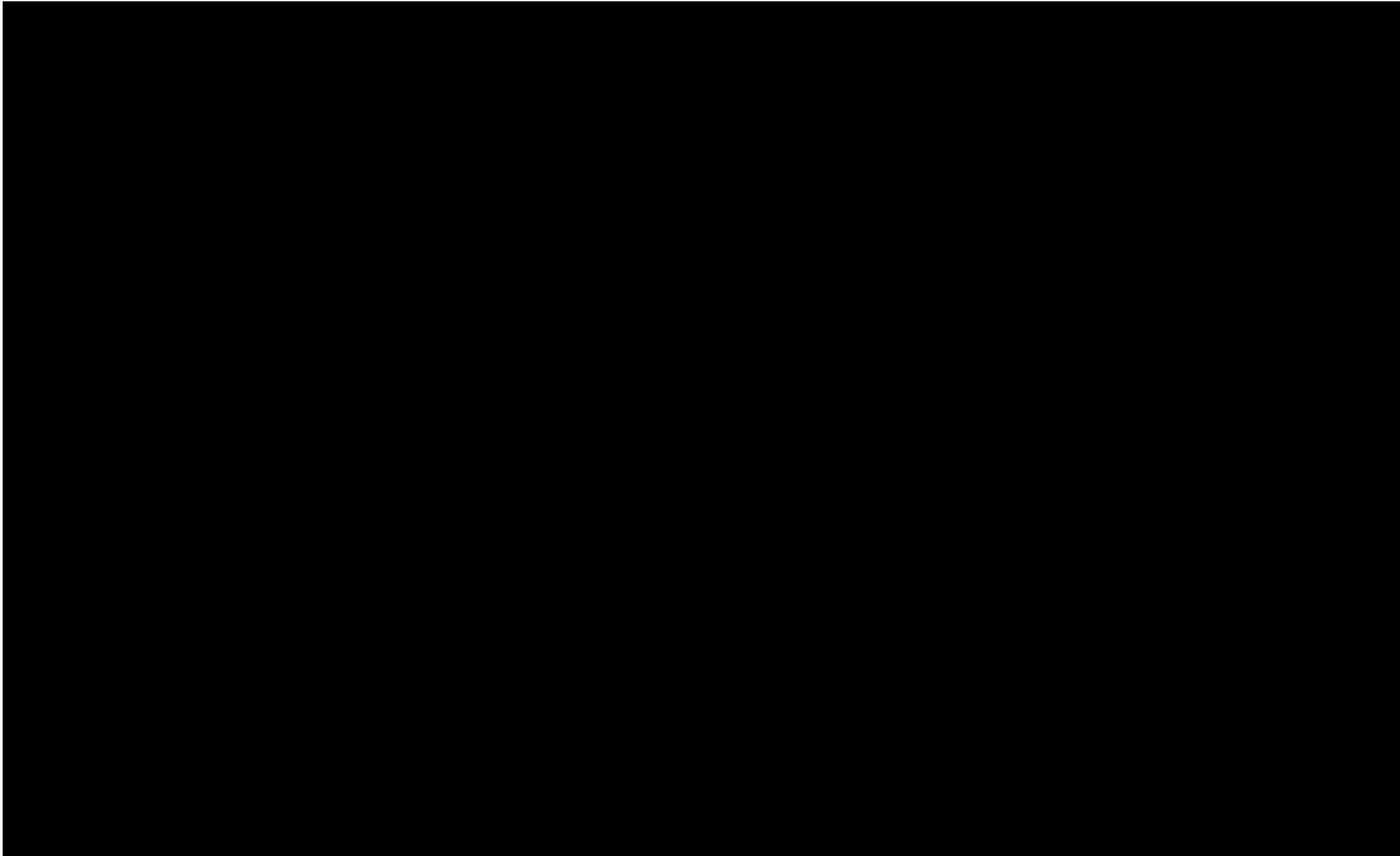




S7(2)(f)(i),(h),(i) LGOIMA 1987

## Monthly operating performance

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# FIFA Women's World Cup 2023 Programme Update

Report to the Board of Tātaki Auckland Unlimited

<b>Meeting date</b>	25 January, 2023
<b>Author</b>	Santha Brown
<b>Approved by</b>	Nick Hill
<b>Purpose of paper</b>	For Noting
<b>Company and/or Trust paper</b>	Company and Trust

<b>Proposed resolution</b>	That the Board <b>note</b> the FIFA Women's World Cup 2023 Programme update.
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## PURPOSE

The purpose of this paper is to update the Board on the Tāmaki Makaurau Auckland FIFA Women's World Cup 2023 Host City Programme.

## BACKGROUND

See Attachment

## FINANCIAL

See Attachment

## RISK

See Attachment

## LEGAL

See Attachment

## CONSULTATION / MĀORI OUTCOMES

See Attachment

## RECOMMENDATION


It is recommended that the Board **note** the FIFA Women's World Cup 2023 Programme update.

Written by:



Santha Brown  
**Programme Director**

Reviewed by:



Richard Clarke  
**Director**

Approved by:



Nick Hill  
**Chief Executive**

## ATTACHMENT SCHEDULE

Attachment 1	FIFA Women's World Cup 2023 Programme Update
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# FIFA Women's World Cup 2023 Host City programme

## Report to the Board of Tātaki Auckland Unlimited

**Reporting Period:**  
December 2022

**Date:**  
25 January 2022

### 1. Overview

The purpose of this report is to provide the Tātaki Auckland Unlimited Board with an overview of the Tāmaki Makaurau Auckland FIFA Women's World Cup (FIFA WWC) 2023 programme, highlighting any significant developments or challenges for the previous month.

This report will be the primary means by which the programme provides a monthly status update to the Board on progress made across the functional work programmes being delivered for FIFA WWC 2023 Tāmaki Makaurau Auckland Host City programme. From February 2023 onwards, the report will be uploaded to the Board's resource centre in Diligent on a monthly basis.

The content of the report is as follows:

- Highlights of activity over the past month
- A project and deliverable level update on activity being undertaken within the programme
- A look ahead at what is coming up over the next four months
- A summary of the risk management approach and key programme risks

Further detail will be provided to the Board at the 25 January 2023 meeting in relation to marketing and leverage opportunities.

### 2. Summary of activity

The highlight over the month of December was the Team Base Camp announcement with seven Team Base Camps across Tāmaki Makaurau Auckland confirmed for international teams during FIFA Women's World Cup Australia & New Zealand 2023™, with a further Team Base Camp site to be confirmed for Auckland following the Play-Off Tournament in February.

Other highlights included:

#### Briefing to all Local Board members

An online briefing to all Local Board members was held in December 2022 and covered key updates since the previous briefing in March 2022, an event re-cap, an outline of Tāmaki Makaurau Auckland Host City Programme and upcoming milestones. There was a high level of engagement from Local Board members with a number of questions raised.

A follow-up briefing is being given in January 2023 to the Upper Harbour Local Board on the Play-Off Tournament at North Harbour Stadium.



### US Women's National Team

Planning and preparations to leverage the Football Ferns vs US Women's National Team (USWNT) match at Eden Park on Saturday 21 January. Ancillary activity taking place around the match has included a pōwhiri at the team hotel (12 January), a media event at the Cloud (13 January), and the inaugural activation of the Unity Pitch in Te Komititanga Square on 19 – 22 January. While the USWNT management has been in Auckland they have undertaken training site and facility visits and TAU has been supporting the planning for the friends & family (approx. 200), patron/donor (approx. 25) and media (approx. 30 media) programmes for the world cup through a number of site visits via the Auckland Convention Bureau.

### Play-Off Tournament


Planning for the Play-Off Tournament across all areas of the programme was another key area of focus, including a welcome event on 16 February for the teams based in Auckland and the international referees who are all based in the city, training site renovations, attendance at the All-of-Government readiness exercise and development of a hosting programme. A clean zone and transport route for match days at North Harbour Stadium was declared in December 2022 for the Play-Off Tournament.


### 3. Programme updates



Key programmes of work	Description	Key activity update	Status
<b>Host City Governance &amp; Programme Management</b>	<p>Overall programme of support for Tāmaki Makaurau Auckland activity for FIFA WWC 2023 including the key build up activities and events, and whole-of-programme functions such as the relationship with the Local FIFA Subsidiary (LFS), Government and sports agencies, a Māori Outcomes framework, planning and reporting, HR, legal, finance and risk management frameworks, Host City protocols &amp; hosting and evaluation &amp; post event reporting.</p> <p>The Host City Governance &amp; Programme Management encompasses 11 projects.</p>	<ul style="list-style-type: none"> <li>• <b>Play-Off Tournament:</b> planning progressed for the Play-Off Tournament across all programme areas including a welcome event for the teams based at hotels and training sites in Auckland and the international referees who are all based in the city, training site renovations, attendance at the All-of-Government readiness exercise and hosting. A clean zone and transport route was also declared for the Play-Off Tournament. The Transport Management Plan for all six match days at North Harbour Stadium has been approved</li> <li>• <b>US Women's National Team</b> - Planning and preparations to leverage the USWNT vs Ford Football Ferns match in January. Ancillary activity taking place around the match included a pōwhiri at the team hotel (12 January), a media event at the Cloud (13 January), training site and facility visits; and supporting the planning for the Friends &amp; Family and Media programmes for the world cup through a number of site visits via the Auckland Convention Bureau.</li> </ul>	✓
<b>Training Venues</b>	<p>A key platform for the hosting of the FIFA WWC 2023 in Auckland (and the Play-Off Tournament in February 2023), involving the preparation and upgrade of 11 team training sites, to meet FIFA Tournament compliance and realise equity legacy outcomes through gender neutral infrastructure upgrades; co-funded by MBIE and Sport New Zealand (via NZ Football).</p>	<ul style="list-style-type: none"> <li>• Department of Conservation Ministerial approval was granted for exclusive use of parks for Play-Off Tournament in February and the World Cup in July/August.</li> <li>• Operational and funding agreements between TAU on behalf of Auckland Council and football clubs progressed.</li> <li>• Commencement of clubroom construction works at non-Play-Off Tournament training venues McLennan Park and Bay City Park, with Fred Taylor Park commencing in late January.</li> </ul>	✓



Key programmes of work	Description	Key activity update	Status
<b>Host City Operations</b>	<p>The Host City Operations programme encompasses eight projects across two areas of activity:</p> <ul style="list-style-type: none"> <li>• Coordination across agencies of standard host city public realm operational functions (such as transport, last mile and crowd management, city beautification and readiness, MEMA monitoring and compliance enforcement), Host City liaison for match venues (Eden Park and North Harbour Stadium for the Play-Off Tournament (POT)), airport operations and for police operations.</li> <li>• Delivery of the Host City operations and event activations (volunteer programme, FIFA Fan Festival event development and delivery (a Host City Agreement deliverable), fan engagement), and as the lead for operational support for the LFS events in Tāmaki Makaurau Auckland such as One Year To Go, the Official Draw and the Trophy Tour.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>FIFA Fan Festival:</b> An update on the event concept, venue maps, entertainment and draft operating days and hours was provided to FIFA Zurich. The internal MOU for The Cloud venue hire was also progressed..</li> <li>• <b>Unity Pitch</b> – the inaugural activation of the LFS Unity Pitch in New Zealand was confirmed for Te Komititanga Square from 19 – 22 January (to coincide with the Football Ferns v USWNT match at Eden Park), and an Initial Event Permit issued. The next time the Unity Pitch will be seen in Tāmaki Makaurau Auckland will be in July and August as part of the FIFA Fan Festival.</li> <li>• <b>Play-Off Tournament:</b> Operational planning progressed for the Play-Off Tournament as reported above under Programme Management &amp; Governance above.</li> </ul>	✓
<b>Leverage &amp; legacy</b>	<p>An integrated programme working across Tāmaki Makaurau and Auckland Council organisations, sport and Crown agencies and business and Industry groups to amplify the Tournament and realised enduring benefits through eight projects: Showcase Tāmaki Makaurau; Safe Travel and Participation; Schools programme, Participation &amp; Engagement; Equitable &amp; Compliant Infrastructure upgrades; Storytelling and Programme Best Practice.</p>	<ul style="list-style-type: none"> <li>• <b>Angel City Football Club (Angel City FC):</b> meeting held with TAU representatives and the Head of PR for Angel City FC to discuss investment and promotional opportunities.</li> <li>• <b>Football Ferns v USWNT planning:</b> Finalisation of content capture planning, USWNT pōwhiri organisation, securing meet and greet with Football Fern players, and hosting invitations were extended.</li> <li>• <b>Unity Pitch:</b> The programming for the Unity Pitch activation taking place in Te Komititanga Square 19-22 January was finalised with Northern Region Football, Active, Disability Sport NZ and Blind Sport NZ all confirming activity.</li> </ul>	✓

Key programmes of work	Description	Key activity update	Status
Comms, Marketing & Engagement	<p>The Communications, Marketing and Engagement programme is responsible for an integrated approach across the Auckland Council Group covering:</p> <ul style="list-style-type: none"> <li>• Communication – protocols and spokespeople, proactive and reactive media management and reporting, support to training venues and sport/diversity and coordination across LGOIMAS and OIAs, including with the Local FIFA Subsidiary (LFS) and government.</li> <li>• Marketing – promotion of the Host City programme and events, outdoor media reservation and venue dressing programme (outside match venues), brand and visual identity and Host City and FIFA brand protection, including MEMA-specific engagement and education, communications and marketing leverage context, business, and community readiness kits.</li> <li>• Stakeholder engagement – leading the coordination on FIFA WWC 2023 activities and opportunities with and across Local Boards, elected representatives and CCO Boards, and with residents, business associations, BIDs and industry groups.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Team base camp announcement:</b> Team Base Camps announced by FIFA. This announcement was supported with a media opportunity at Shepherd's Park with Auckland spokesperson Dr Claudia Wyss celebrating the teams who were confirmed for Auckland. Digital assets were also shared with clubs and local boards for them to share through their channels.</li> <li>• <b>Local board member stakeholder update:</b> An online briefing was held to share activity to date and update on upcoming milestones.</li> <li>• <b>Destination marketing campaign briefed to agency:</b> Agency to provide a return on brief in late January 23. The intent is for campaign to be live mid-April 2023 to coincide with 100 Days to Go milestone.</li> <li>• <b>FIFA WWC 2023 microsite:</b> The first wireframe of the Auckland FIFA WWC 2023 microsite was developed. First phase <a href="#">is now live</a> and includes ticketing details, Auckland match schedule, and detail on hosted teams.</li> </ul>	

Key: On track 

Not on plan but mitigation identified  Management action needed 



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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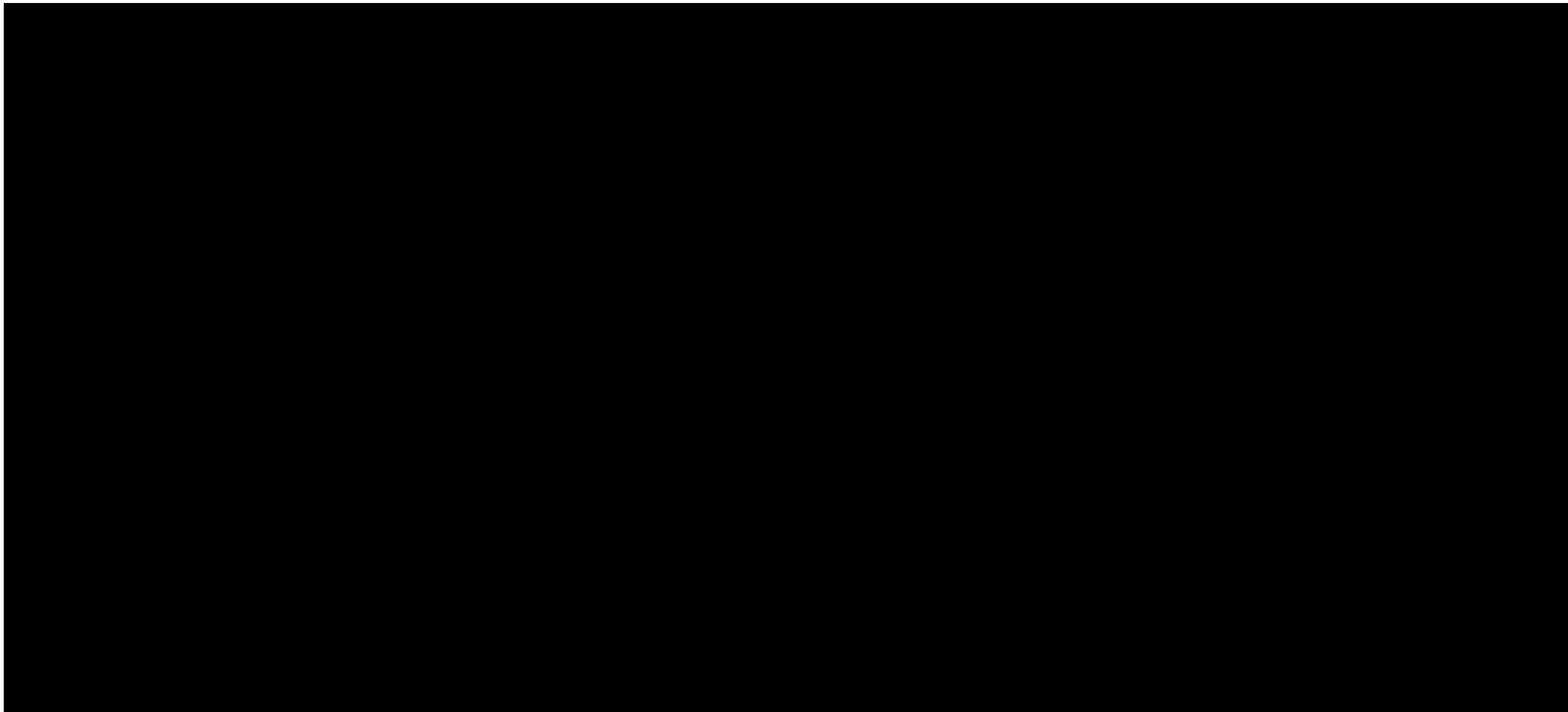
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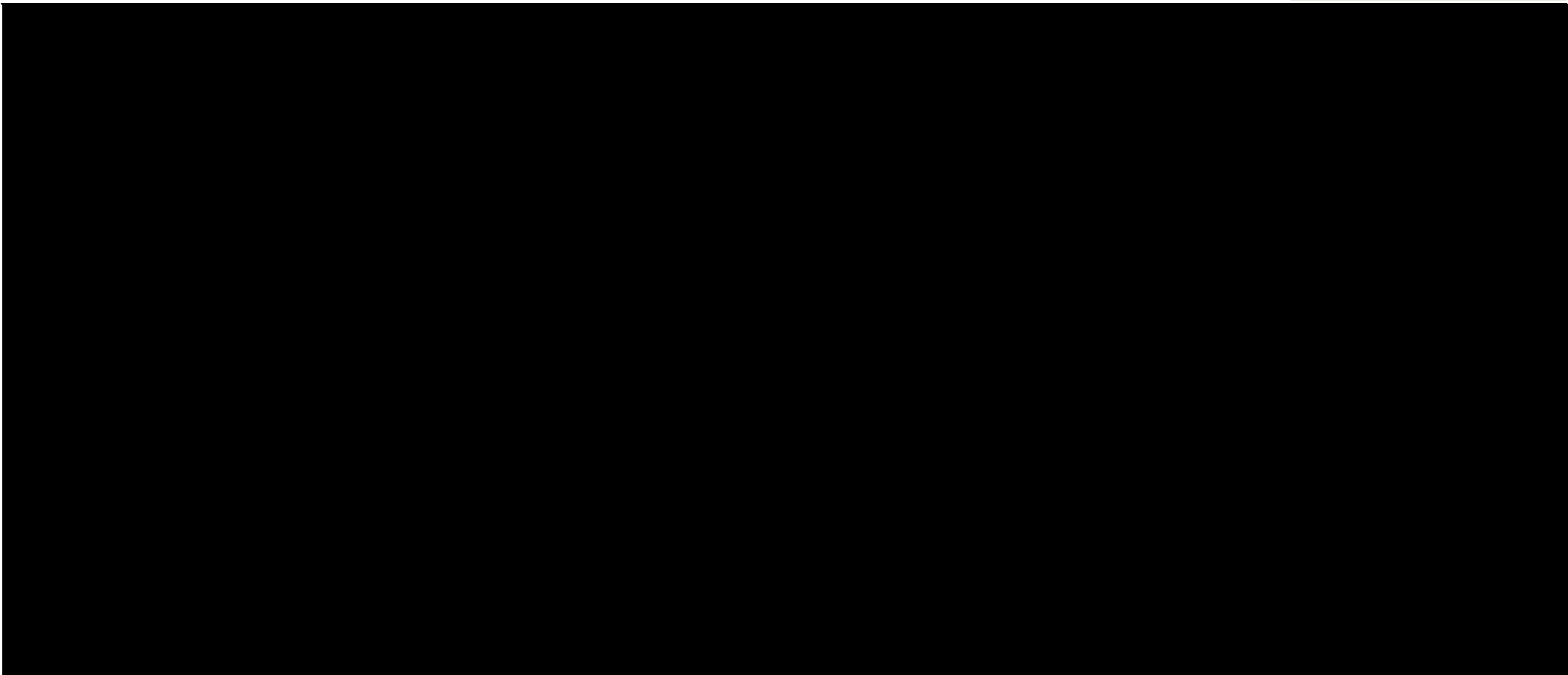
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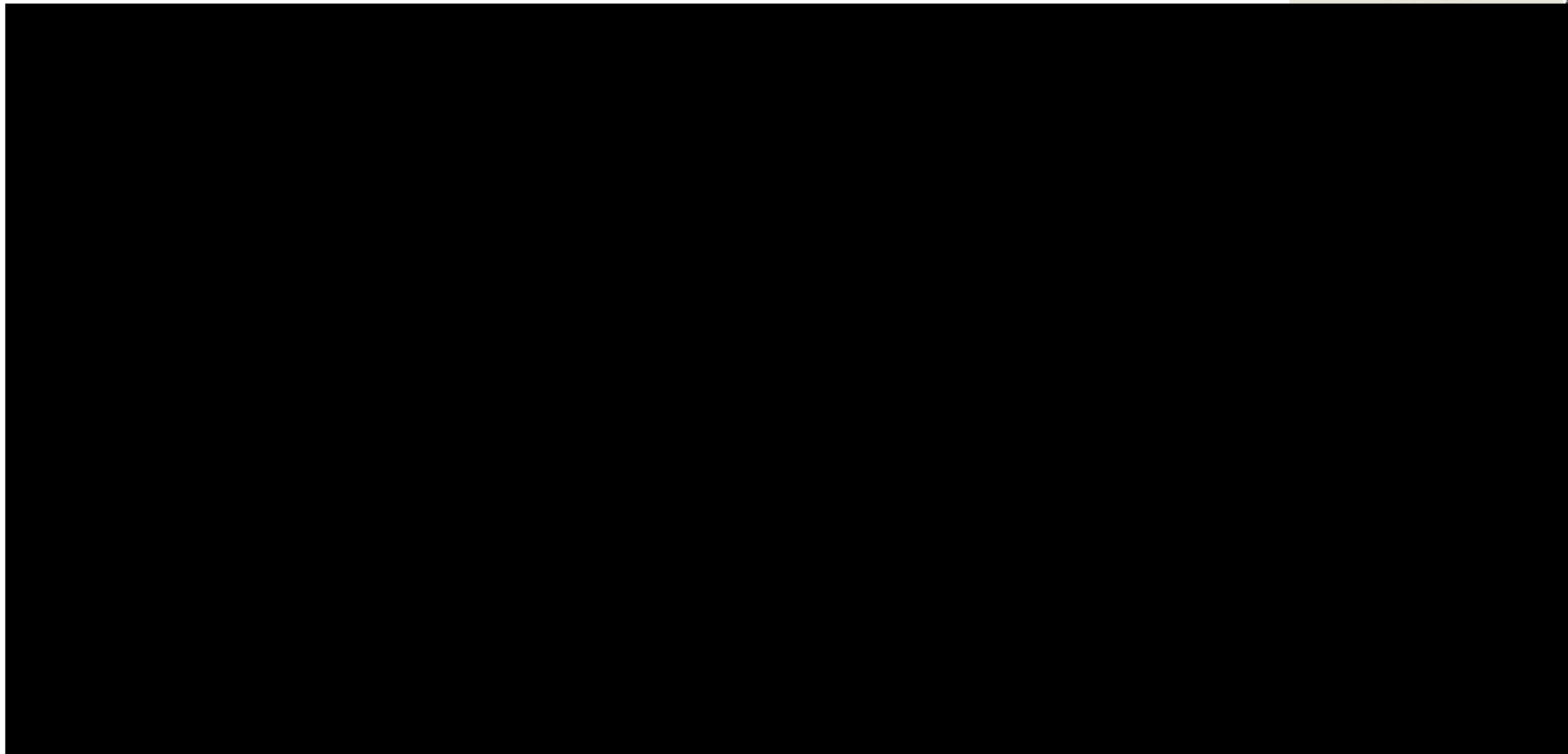
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# ICT Programmes and Shared Services Support

Report to the Board of Tātaki Auckland Unlimited

<b>Meeting date</b>	25 <sup>th</sup> January, 2023
<b>Author</b>	Mandy Kennedy, CDO
<b>Approved by</b>	Nick Hill, CE
<b>Purpose of paper</b>	For Noting
<b>Company and/or Trust paper</b>	Company and Trust
<b>Proposed Resolution</b>	That the Board <b>note</b> the update.

## PURPOSE

The purpose of this paper is to update the Board on progress of the ICT programme of work.

## BACKGROUND

Tātaki Auckland Unlimited (TAU) currently operates a complex ICT environment with a substantial technology deficit as identified as part of the original decision advice on the RFA and ATEED amalgamation, and subsequently through the work undertaken by EY on an operating model for the new entity.

TAU requires a simplified ICT environment which is “fit for purpose”, and which allows us to move at pace. Addressing TAU’s current complex, ad-hoc and unfit for purpose ICT environment remains a priority for TAU given ICT infrastructure and environment is an essential critical enabler for a number of TAU’s key strategic projects including Project Synergy.

These platforms and systems will provide the foundation which will allow TAU to drive improved customer experience, maximise commercial opportunities, drive cost efficiencies through automation, which combined, will help address future funding challenges and provide the best value for money for Aucklanders.

The graphic in Appendix 1 depicts the ICT projects planned for the coming year. They are grouped from top to bottom in relation to customer centricity, outlining the benefits that will be delivered as a result of implementing each system.

The earlier projects in dark blue (generally to the left) are scoped and planned, and will provide the foundational platforms on which we can build out the features and functionality to drive value. For example:

- The data and integration platform, which will first be used to underpin the City Wide Calendar database and data feeds from external sources such as Council and external ticketing systems.
- A common ticketing solution across the cultural organisations.
- A simplified financial system.
- Zoo network to support the implementation of CCTV.

The projects in cyan are future phases which build on these foundations with functionality and features which provide the greatest value/ROI, either driving revenue or cost efficiencies. For example:

- An Enterprise CRM and EDM platform which supports a view of a customer across TAU and the personalisation of content and communications to the customer.
- A further phase of Digital Auckland Hub which supports purchasing of tickets as part of an itinerary.
- The ability to cross sell and up sell tickets and create ticketing bundles.

## FINANCIAL

N/A

## RISK

1. The planned projects this year represent a significant programme of work to be undertaken by a very lean team during a period where the team also has to deliver on key events (e.g. the FIFA Women's World Cup and the reopening of VEC), and support the move to the use of Council Shared Services.
2. We need to move at pace to ensure that the majority of these projects are delivered in the current financial year to realise the benefits as soon as possible.

## LEGAL

N/A

## CONSULTATION / MĀORI OUTCOMES

N/A

## RECOMMENDATION

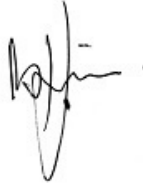
It is recommended that the Board **note** the update.

Written by:



Mandy Kennedy  
**CDO**

Approved by:



Nick Hill  
**CE**

## ATTACHMENT SCHEDULE

Attachment 1	Digital Programmes Overview
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## TAU ICT Infrastructure Services

Report to the Board of Tātaki Auckland Unlimited

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<b>Meeting date</b>	25 January, 2023
<b>Author</b>	Jits Doolabh, ICT Programme Manager
<b>Approved by</b>	Richard Jarrett, Auckland Council Director Group Services
<b>Purpose of paper</b>	For Noting
<b>Company and/or Trust paper</b>	Company and Trust
<b>Proposed resolution</b>	It is recommended the Board Note the progress update from Auckland Council on the Tātaki Auckland Unlimited's ICT Infrastructure enablement initiative.

### PURPOSE

The purpose of this paper is to provide a status update on Auckland Council's progress in delivering Tātaki Auckland Unlimited's ICT infrastructure services within the Council's shared services environment.

This paper is for the Board to note performance progress to date and tracking to plan.

### BACKGROUND

#### TAU ICT Infrastructure Services Board Meeting Minutes (last Board meeting)

Nick Hill and Mandy Kennedy spoke to the paper.

- Management noted that the decision has been made to procure TAU's ICT infrastructure within the Council's shared services environment. The Board noted its support for the decision and thanked Management and Council for the work done on evaluating the options.

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

- [REDACTED]
- The Board and Management agreed that given ICT infrastructure is both a critical enabler and strategic risk for TAU, the Board will continue to regard it as a primary strategic matter for TAU.
- The Board noted that, for the above reasons, it is important to carefully plan the next few steps. The Board requested that:
  - TAU management and Auckland Council management enter an agreement that defines the agreed operating model, service levels, expectations, and timelines.  
**Update:** Existing Council Service Tiers will be used as the baseline for ICT Infrastructure services that will be extended to TAU. The Council Service Tiers have been designed around highly available, resilient, and fit for purpose technology configurations. Council will work with TAU to understand and uncover any instances where TAU require services over and above the Council Service Tiers as part of the ICT Infrastructure delivery initiative.
  - TAU be given membership of Auckland Council's Enterprise Portfolio Governance Group.  
**Update:** This request has been completed with TAU a welcome member of Auckland Council's Enterprise Portfolio Governance Group.
  - Auckland Council management prepare a monthly TAU dashboard to report to the Board on the progress of the implementation of the model against agreed milestones.  
**Update:** A dashboard on progress is provided in point 4 below. This will be enhanced to provide Board with a clear depiction on progress to date and expected completion of committed work.
  - Richard Jarrett be invited to attend the 22 February 2023 TAU Board meeting and then on a bimonthly basis going forward.  
**Update:** Done.
  - TAU and Auckland Council management evaluate the implementation of the model in one years' time.  
**Update:** This will be scheduled for early 2024 and outputs made available to Executive and Board.

### TAU ICT Infrastructure Programme Progress to Plan Dashboard

The dashboard below details progress for all active value drops. As the programme is in initiation, and key personnel have been away for the Christmas period, progress updates are light for the last period. Progress updates will be more detailed for the next reporting period.

VALUE DROP	TIMEFRAME	STATUS	UPDATE
<b>Common Identity Services</b> Provide a single Identity service across TAU and Council	Q1: JAN - MAR	GREEN	Initiating workshop held. High-level plan defined. No major hurdles identified with delivery on track for end of March 2023.
<b>24 x 7 Support Set Up</b> Council to provide 24 x 7 managed support to high touch sites / events	Q1: JAN - MAR	GREEN	Discovery of current TAU 24/7 support mechanism in progress. Planning sessions are in place to define commodity service migration to Council for 24/7 managed services.
<b>Migration to Council Service Desk</b> Council to be the single point of contact for TAU service with calls routed to the appropriate TAU support teams.	Q1 – Q2: JAN - JUN	GREEN	A working group is in place to plan the TAU migration to the Council Service Desk. The working group is tasked with understanding the current state, scaling existing services to TAU and defining the implementation approach and plan. The first session is scheduled for Friday 20 January.
<b>Pain Point Removal Continues</b> Address all pain points not already covered in the Option 3 transformation programme	Q1 – Q2: JAN - JUN	GREEN	29 of the 44 active pain points have been resolved to date. 5 pain points are currently being advanced with 4 committed items next in line for delivery.
<b>Operational Security Assessment</b> Pre-onboarding cyber health check	Q1: JAN - MAR	GREEN	Third party onboarding is currently in progress with engagement workshops planned for late January / early February.
<b>Common End User Environment Discovery</b> Short targeted analysis of TAU environment	Q1: JAN - MAR	GREEN	Discovery is expected to run for the quarter with no major hurdles being identified thus far.
<b>New Zealand Maritime Museum to SAP and Ungerboeck Integration to SAP</b>	Q1 – Q2: JAN - JUN	GREEN	Joint planning workshops are scheduled for the week of 23 January 2023 with build and configuration work following closely. Forecast delivery is for end of May 2023.

## Key Upcoming commitments

- Progressing the ICT Infrastructure Programme
- Providing support for the TAU Data and Integration Project
- Assisting with the TAU Ticketing project technology configuration set up

## Key Points to note

There has not been any significant progress to report over the last period due to many people being away for the Christmas break.

## RECOMMENDATION

### Recommendation

It is recommended that the Board Note the update from Auckland Council.

Written by:

*Jits Doolabh*

Jits Doolabh  
**ICT Infrastructure Programme  
Manager**

Reviewed by:

*Richard Jarrett*

Richard Jarrett  
**Director Group Services –  
Auckland Council**

## ATTACHMENT SCHEDULE

Attachment 1	Proposed Timeline
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