

# Board Meeting Agenda (open)



10.00 a.m. Wednesday 26 April 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 29 March 2023, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORT					
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) <sup>1</sup> 3. Health and Safety Report (RC) <sup>2</sup> 4. ICT Infrastructure Project Update (RC) <sup>1</sup>	To Discuss	T & C	10.05 a.m.	55 mins
APPROVAL PAPERS					
5	CRM Customer Strategy, Mandy Kennedy and Shelley Watson	To Approve	T & C	11.00 a.m.	20 mins
DISCUSSION AND NOTING PAPERS					
6	FIFA Women's World Cup 2023 Update, Richard Clarke and Santha Brown	To Note	T & C	11.20 a.m.	40 mins
PUBLIC MEETING CLOSED					
Lunch				12.00 p.m.	20 mins
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
7	Confidential Minutes 29 March 2023 and Action Tracker, Vicki Salmon	To Approve	T & C	12.20 p.m.	5 mins
SIGNIFICANT STRATEGIC MATTERS					
8	Operating Model, Nick Hill and Lynn Johnson <sup>3</sup>	To Discuss	T & C	12.25 p.m.	35 mins
9	Draft SOI Feedback and Governing Body Presentation, Vicki Salmon <sup>4</sup>	To Discuss	T & C		

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

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

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

<sup>4</sup> S7(2)(c)(ii),(f)(i),(h),(i) LGOIMA 1987

# Board Meeting Agenda (open)



Item	Subject	Action	Trust/Co.	Start Time	Duration
APPROVAL PAPERS					
10	Auckland Art Gallery Toi o Tāmaki Restoration Project Stage 2, Justine White and Paul Tyler <sup>5</sup>	To Approve	T	1.00 p.m.	1 hour
11	Mt Smart Stadium, James Parkinson <sup>5</sup>	To Approve	T		
12	Q3 Performance Report, James Robinson <sup>6</sup>	To Approve	T & C		
DISCUSSION AND NOTING PAPERS					
13	FIFA Women's World Cup 2023, Risk Management and Scenarios, Richard Clarke, Santha Brown and Virginia Terpstra <sup>7</sup>	To Note	T & C	2.00 p.m.	40 mins
14	Digital Auckland Launch, Shelley Watson <sup>8</sup>	To Note	C		
Refreshment Break				2.40 p.m.	10 mins
TRAINING					
15	Māori Competency Training, Dr Jim Mather - Mather Solutions and Helen te Hira	Training	T & C	2.50 p.m.	2 hours
	Close of Meeting			4.50 p.m.	

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

<sup>6</sup> S7(2)(f)(i) LGOIMA 1987

<sup>7</sup> S7(2)(f)(i),(c)(ii),(d),(f)(ii) LGOIMA 1987

<sup>8</sup> S7(2)(f)(i),(h),(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
Vicki Salmon	Chair	<ul style="list-style-type: none"> <li>Coopers Creek Vineyard Ltd (Director and Shareholder)</li> <li>Salmon and Partners Ltd (Director and Shareholder)</li> </ul>		
Jennah Wooten	Deputy 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>Comwall 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 Tū 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>Letter of Expectation</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>Update on storm and flooding impact</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Session – 9 Feb</li> </ul>	<ul style="list-style-type: none"> <li>Destination Committee – 2 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> <li>Q2 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>Board Evaluation (biennial – next due: 2024)</li> </ul>		<ul style="list-style-type: none"> <li>Risk Committee – 17 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> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>FIFA Women's World Cup 2023 Update</li> </ul>	<ul style="list-style-type: none"> <li>Operating Model</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>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>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 (open)

**HELD ON:** Wednesday 29 March 2023 at 10.00 a.m.

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

**PRESENT:** Jennah Wootten Acting Chair  
Carol Cheng  
Alastair Carruthers  
Hinū Te Hau  
Graeme Stephens (remote)  
Dan Walker

**APOLOGIES:** Jen Rolfe

**ATTENDED:** Jenny Solomon Board Intern

Cr Shane Henderson TAU Lead Councillor  
Cr Wayne Walker CCO Oversight Committee Chair  
Sarah Johnson-Smith CCO Governance, Auckland Council

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

James Parkinson Director, Auckland Stadiums  
Cameron George NZ Warriors  
Dave Curran NZ Warriors  
James Robinson Head of Strategy & Planning  
Melanya Burrows External Relations Manager  
Tim Kingsley-Smith Company Secretary & Legal Counsel

*The Board, Councillors Henderson and Walker, the Executive Team, Sarah Johnson-Smith, and Tim Kingsley-Smith joined the meeting.*

## 1. AGENDA AND APOLOGIES

The Chair noted the apology of Jen Rolfe.

The Board noted that further to the direction of the Board at the 30 November 2022 Board meeting, the Capital Projects Committee discussed the appointment of a new Committee chair at its recent meeting and recommended that Alastair Carruthers be appointed to the role.

The Board **approved** the appointment of Alastair Carruthers as chair of the Capital Projects Committee.

The Board **approved** the appointment of Jen Rolfe as the second Tātaki Auckland Unlimited (TAU) Board representative on the Single Operator Stadiums Auckland (SOSA) Project.

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

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

## 3. PUBLIC MINUTES 22 FEBRUARY 2023

The Board **approved** the 22 February 2023 Public Minutes as an accurate record of the meeting.

#### 4. CE REPORT

Nick Hill spoke to the paper.

##### *Weather Events Damage – Western Springs Stadium*

- Management updated the Board on the damage caused by the weather events earlier this year. As previously discussed at the Board, the damage suffered at Western Springs Stadium was broad and extensive.
- Management noted that it is working with the two long term Western Springs Stadium tenants, Western Springs Speedway and Ponsonby Rugby Club and continuing to deepen its understanding of the damage and potential remediation options. The precinct is a rain catchment area with a natural waterway through it so all planned remediation and future development will need to be cognisant of the need for weather resiliency.
- Councillor Henderson noted that he supports adopting a precinct-wide perspective that includes all stakeholders and following a “dig once” approach. Councillor Watson noted that currently there is no adequate Auckland stadium strategy and more analysis of the gaps in Auckland’s stadium network is required.

##### *Weather Events Damage – Other TAU Venues*

- Management noted that most of the damage to the Aotea Centre has now been repaired. However, the two pianos in the Town Hall basement remain in situ as the Town Hall service lift is still awaiting repair. Damage at all other TAU sites is now negligible.
- The Board commended the TAU team and in particular, the Property, Security, Zoo, Stadiums and Art Gallery teams who reacted quickly and professionally to the unprecedented weather events. Staff across TAU have been focussed on remediating the weather-related damage as well as continuing BAU activities during the events and summer visitation ‘high’ season.
- Management noted that TAU and the Council Group are likely facing a significant increase in insurance costs next year. TAU and the Council Group are now working closely together to look at the options to mitigate this risk.

##### *Events and Attendance*

- Management noted that event attendance across the sector continues to be inconsistent. The recent Harry Styles concert and NZ Warriors games were well attended and venues like Auckland Zoo, NZMM and the Art Gallery continue to be ahead of attendance forecasts. However, attendance at Super Rugby games and the recent Auckland Arts Festival are down on previous seasons. Factors driving the patchy attendance could be the cost-of-living increases having a more pronounced impact and the large number of events currently on splitting demand.
- The Board noted that TAU’s innovative approach to the Harry Styles concert including utilising social media, live-streaming content, and providing entertainment and information to those audience members who arrived early, was world-leading and extremely well received by the concertgoers, stakeholders, and the promoter.
- The Board noted that it was very pleasing to see the successful return of the Pasifika Festival and the highly acclaimed recent Te Matatini event.

##### *Shared Services*

- Management noted that in response to the Letter of Expectation TAU is continuing to work closely with Council on expanding TAU’s use of Council shared services to improve efficiency. Currently the work is focussed on ICT (to be discussed later in the meeting) and People and Culture will be the next area of focus.

- Management noted that while TAU acknowledges the potential efficiency gains of making greater use of Council shared services, and agrees with the direction of travel, it also cognisant of several risks including:
  - Ensuring that the point at which Council services start and TAU services finish is correct and well understood;
  - TAU and Council having significantly different requirements in some areas; and
  - The negative operational impact of potentially making changes to the People and Culture function at a time when TAU is going through a restructuring process.
- The Board noted that it is important for TAU to have clarity on the integrated shared services model and there should be KPI's or other measures associated with shared services in order to help the Board discharge its duties in relation to monitoring and mitigating strategic and high-level operational risks such as cybersecurity risk.
- Councillor Walker noted that there will be some areas, such as communications and marketing, where the needs of TAU are different to those of Council. For instance, TAU's communications and marketing activities are focussed on generating revenue in a competitive commercial environment, whereas Council's focus is on communicating with the community. In these cases, the shared services model may need to be adapted to recognise the differences. Broadly speaking, process should never get in the way of outcomes.

#### *Single Operator Stadiums Auckland*

- The Chair updated the Board on the recent SOSA IAG meeting. It was an excellent hui that was constructive and collaborative. TAU and the Eden Park Trust Board representatives have agreed on some key principles and a pathway forward.

- [REDACTED]

#### *Statement of Intent*

S(2)(f)(i),(h),(j) LGOIMA 1987

- Management noted that TAU continues to work through the options for achieving the prescribed Letter of Expectation savings and the impact on the TAU activities and services.
- Councillor Walker noted that Councillors may not have all the required information at this point and that he shared the Board's concern regarding TAU potentially having to make budget moves ahead of the Governing Body fully understanding the potential consequences.
- Councillor Henderson noted that Councillors should keep an open mind at this point and not pre-empt the public consultation process, however, he personally is passionate about economic development activities and its benefits. There are plenty of examples of Council and TAU economic development activities that have produced great results for Auckland.
- The Board noted that TAU's screen activities are an example of TAU providing high quality services that are essential to the industry. A lot of the work in the sector in Auckland is built on TAU's relationships and trust with industry stakeholders, TAU facilitating engagement with mana whenua, and TAU ably performing the required regulatory consenting functions.

The Board **noted** the CE Report.

*The Chair closed the TAU open Board meeting at 11.03 a.m. The Executive Team and Sarah Johnson-Smith left the meeting.*

*The Chair opened the confidential meeting at 11.05 a.m. Richard Jarrett, Nick Hill, Mandy Kennedy and Justine White joined the meeting.*

## 5. ICT INFRASTRUCTURE PROJECT UPDATE

Mandy Kennedy and Richard Jarrett spoke to the paper.

- Richard Jarrett updated the Board on the ICT infrastructure project and noted that the team responded well to resolve a recent "priority 1" incident at Auckland Zoo where a power failure caused a cascade of issues that impacted the EFTPOS system.
- Richard Jarrett noted that the value drop to provide full organisation internet access at Auckland Zoo has now been completed although the Ungerboeck integration value drop has had to be paused while the team reviews the rules. This pause will cause the integration to be delayed.

- [REDACTED]

- [REDACTED]

S(2)(c)(ii),(f)(i),(h),(j)  
LGOIMA 1987

- Richard Jarrett noted that the Council and TAU teams have agreed that that financial benefits of the programme need to be recorded where the costs, and cost savings, occur.

- [REDACTED]

- [REDACTED]

S(2)(c)(ii),(f)(i),(h),(j)  
LGOIMA 1987

- The Board noted that it sees significant risk associated with TAU moving quickly on shared services at a time that it is going through its own restructuring process pursuant to the Letter of Expectation. This is particularly true regarding the People and Culture area which is the essential business function when an organisation is going through a change process.

- Richard Jarrett acknowledged the point [REDACTED]

S(2)(c)(ii),(f)(i)  
LGOIMA 1987

The Board noted the ICT Infrastructure Project Update.

Richard Jarrett, Mandy Kennedy, and Councillors Henderson and Watson left the meeting. James Parkinson, Cameron George, and Dave Curran joined the meeting.

## 6. TĀTAKI AUCKLAND UNLIMITED BOARD AND NZ WARRIORS MEETING

[REDACTED]

- [REDACTED]

- [REDACTED]

S(2)(f)(i),(h),(j) LGOIMA 1987

- [REDACTED]

S(2)(f)(i),(h),(j) LGOIMA 1987

*James Parkinson, Cameron George, and Dave Curran left the meeting.*

## 7. CONFIDENTIAL MINTUES 22 FEBRUARY 2023 AND ACTION TRACKER

Subject to one minor amendment to the wording of Item 8 bullet point 3, the Board **approved** the 22 February 2023 confidential minutes as an accurate record of the meeting.

The Board requested that the Risk Committee recommended Board training be added as an action to the Board Action Tracker. (**ACTION POINT**)

*James Robinson and Melanya Burrows joined the meeting.*

## 8. STATEMENT OF INTENT

Nick Hill spoke to the paper.

- Management noted that TAU has sought and received a small extension to submit its draft Statement of Intent (SOI) to Council.
- The Board directed Management to amend the draft SOI so that the \$27.5m of savings noted in the Letter of Expectation is made during the year beginning 1 July 2023. The balance of savings sought from TAU will be addressed in due course but will not be included in the SOI at this point pending completion of the public consultation process on the Mayor's Proposal.
- The Board noted that if TAU proceeded with actions to make all the requested savings at this time, irrevocable damage would be done to parts of the business (primarily in the economic development area), that could not be undone should the final savings figure be less than the currently requested savings.
- The Board noted that it will make the confirmed savings that Council directs it to but is keen to avoid taking irreversible actions with significant consequences, particularly at a time when the public consultation process has not been completed and Councillors may not be fully aware of all of the consequences of those actions.
- The Chair requested that Directors provide any further feedback on the draft SOI directly to Management. Management noted that it will prepare a new draft SOI incorporating the Board's directions (and any further feedback received), and will then circulate it to the Board for approval.

The Board **noted** that Management will circulate a new draft SOI to the Board for approval shortly.

*James Robinson and Melanya Burrows left the meeting.*

## 9. DRAFT TAU CRD PROFORMA REPORT

Nick Hill spoke to the paper.

- The Chair of the Risk Committee noted that the draft CRD Proforma Report was discussed at the recent Risk Committee meeting. The Committee provided feedback to the team who have incorporated the feedback in the draft Report before the Board. The Committee recommended that the Board approve the proposed CRD Proforma Report resolutions.
- The Board noted that TAU's monitoring and reporting of its climate-related financial disclosures is important not only given Council and TAU's climate change policies, but also because Council raises funding via the issuance of 'green bonds'. Management and the Risk and Capital

Projects Committees plan to work closely together to understand TAU's capital drawdown and potential compliance obligations associated with its green bond obligations.

- The Board requested that Management prepare an information summary for the Board as pre-reading ahead of the upcoming TFCD training at the 31 May Board meeting. **(ACTION POINT)**

The Board:

- Approved** the proforma sign-off process; and
- Approved** the draft proforma.

*Shelley Watson and Mandy Kennedy joined the meeting.*

## 10. CRM AND DIRECT MARKETING EXTENSION PROJECT

Shelley Watson and Mandy Kennedy spoke to the paper.

- Management noted that the project is about forming a central repository for TAU interactions so the organisation can see what conversations are going on and what is being said.

- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

S(2)(f)(i),(h),(j) LGOIMA 1987

*Shelley Watson and Mandy Kennedy left the meeting.*

## 11. Q2 RISK REPORT TO AUCKLAND COUNCIL

The Board **approved** the TAU Q2 2023 Risk Dashboard to the Auckland Council Audit and Risk Committee

## 12. DIGITAL AUCKLAND UPDATE

The Board **noted** that due to time constraints, this Item will be postponed until the April Board meeting.

## 13. MĀORI COMPETENCY TRAINING

The Board undertook a Māori Competency training course.

The meeting ended at 3.48 p.m.

Confirmed as a true and correct record of the meeting of 29 March 2023:



4/05/2023

Chair

Date

# Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 26 April 2023

## 1. Introduction

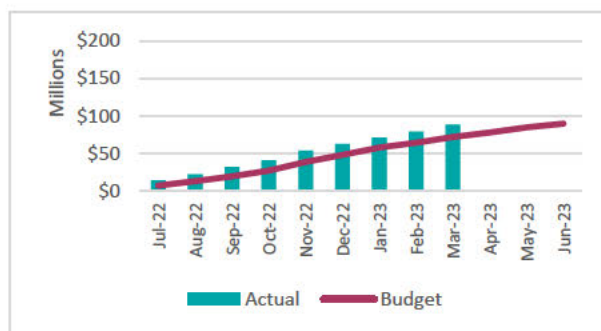
- It is now less than 100 days to the start of FIFAWWC. The leadup to the event is a high risk time for FIFA, Eden Park and TAU as the lead agency for the delivery of the Host City Agreement obligations. A status update will be provided at the Board meeting.
- The Government's announcement that it will explore making a New Zealand bid for the 2034 Commonwealth Games [REDACTED] is a significant step. The Commonwealth Games Federation (CGF), which owns the event, has made important changes that allow the host a lot of discretion over the mix of events on the programme and in the way the Games are delivered. These changes allow the host to tailor the event much more towards meeting the host's goals (benefit mix) and cost constraints. Tātaki is planning to lead the development of the Auckland component of the bid.
- Beyond delivering an exciting sporting event, it offers an opportunity to programme arts & cultural events, reinforce place-brand, and boost the visitor economy. It would also provide a target date to ensure key City infrastructure projects are complete and the City is in shape to be an outstanding host. Previous scoping studies provide some guidance on likely cost [REDACTED]
- The announcement that the Australian Football League will issue a license for an Auckland franchise to join the league is an exciting development. We are working with the AFL as they scope a new franchise "from the ground up", which will broaden and deepen the professional sporting event calendar.
- Three important milestones are coming up shortly: formal recommissioning of the Viaduct Events Centre on Thursday 27th; the release of the Southern Corridor Economic Master Plan at the Cordis with key stakeholders on Friday 28th; and the public launch of the Digital Auckland platform in mid-May.
- On Wednesday this week the Zoo experienced a serious breach of security when a patron entered the Rhino enclosure. The situation was resolved by Zoo staff before the police arrived and arrested the patron. There was no harm to any person or animal. The event was widely publicised through media. The breach is a serious matter and an urgent review is underway to establish what happened, how effective our infrastructure, policies and systems were, and what we can learn from the incident.
- This remains an uncertain and challenging time for staff as the Council budget and TAU's response remain to be confirmed. We are preparing to announce a change proposal by the end of May.

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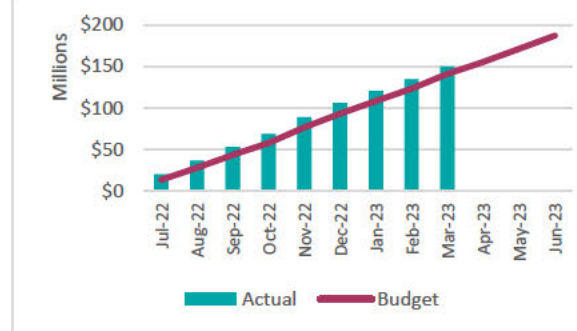
## 2. Finance update

Revenue against budget (cumulative)



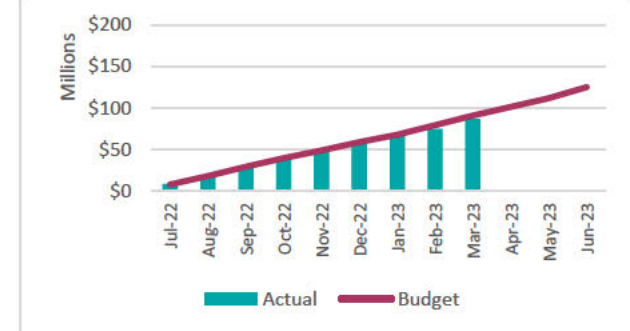
Revenue is **favourable** due largely to unbudgeted Activate and Reactivate Tāmaki Makaurau grant funding

Opex against budget (cumulative)



Opex has been **above budget** because the Activate and Reactivate Tāmaki Makaurau programmes weren't budgeted

Net Cost of Service (cumulative)



**On track**

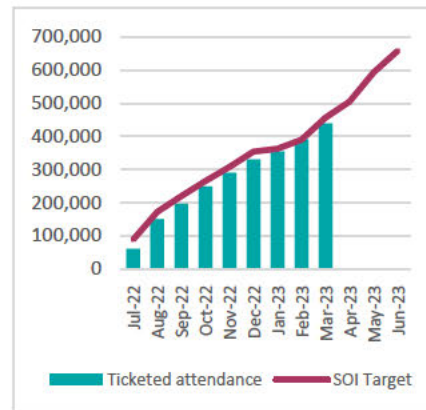
### 3. Strategic Plan implementation

#### Experiences and Events

Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> <li><b>Auckland Arts Festival</b> concluded its season in March with more than 60,000 attendances.</li> <li>The Performing Arts Network of New Zealand in partnership with Auckland Live hosted the <b>PANNZ Art Market 2023</b> – an event for artists, producers, presenters and industry leaders from across the performing arts sector.</li> <li>Auckland Live launched its new initiative <b>Presenter Training Programme Aotearoa</b>, a series of targeted industry sessions for venue leaders within performing arts. This is partnership programme with Performing Arts Centre's Association Australia.</li> </ul> <div data-bbox="192 742 761 997" style="background-color: black; height: 160px; width: 100%;"></div> <p style="text-align: right;">S(7)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> <li>The <b>Auckland Boat Show</b> returned in March for the first time since 2019, drawing a forecast 12,000 attendees to Auckland's waterfront.</li> <li><b>Synphony in the Domain</b> was postponed by a day due to weather conditions but went ahead on 2 April, with approximately 20,000 attendees.</li> <li>NZ Rugby released an RFP for <b>World Rugby XV</b>, a tournament featuring the top three Six Nations teams and top three PAC4. <span style="background-color: black; color: black;">[REDACTED]</span></li> <li><b>Ocean Festival 2024 planning</b> in progress.</li> </ul> <p style="text-align: right;">S(7)(f)(i),(h),(i) LGOIMA 1987</p>	<p><b>Auckland Conventions</b></p> <ul style="list-style-type: none"> <li>On track to <b>reopen Viaduct Events Centre</b> at the end of April with a blessing supported by Ngāti Whātua Ōrākei. Working on 117 events for FY24, representing 50% of the average events prior to hand over to Emirates Team NZ.</li> <li>More than 1200 people from 33 countries attended the <b>World Avocado Conference at Aotea Centre</b>.</li> </ul> <p><b>Auckland Convention Bureau</b></p> <p>Notable bids submitted: <span style="background-color: black; color: black;">[REDACTED]</span></p> <p>Notable Business Events secured: <span style="background-color: black; color: black;">[REDACTED]</span></p> <p style="text-align: right;">S(7)(f)(i),(h),(i) LGOIMA 1987</p> <p><b>Activity update</b></p> <ul style="list-style-type: none"> <li>April Australian famil achieved a <b>net promoter score of 87.5%</b> when asked how likely participants were to recommend Auckland as a business events destination.</li> </ul>
FIFA Women's World Cup 2023	City wide Events Calendar	
<p>Note there will be a separate FIFA Women's World Cup (FIFA WWC) 2023 Board update provided at the April meeting.</p>	<ul style="list-style-type: none"> <li>Platform <b>on track for launch</b> with Digital Auckland.</li> </ul>	

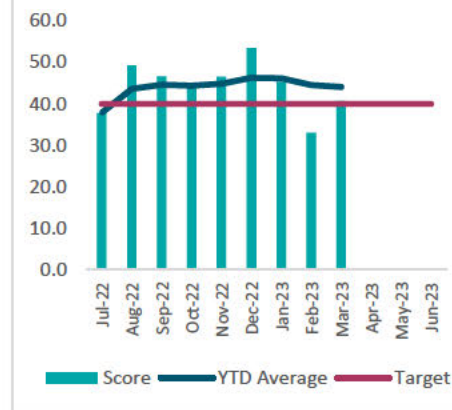
## KPI RESULTS

### Ticketed attendance Auckland Live (cumulative)



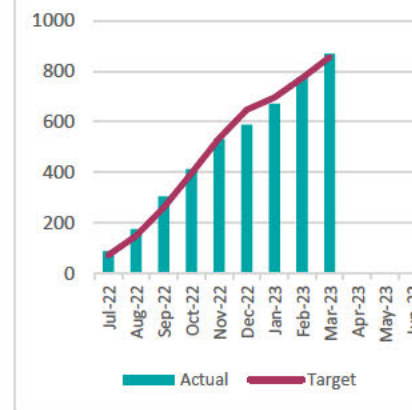
Ticketed attendance is tracking **3% below target**

### NPS for TAU audiences and participants Auckland Live



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

### Number of events ALAC

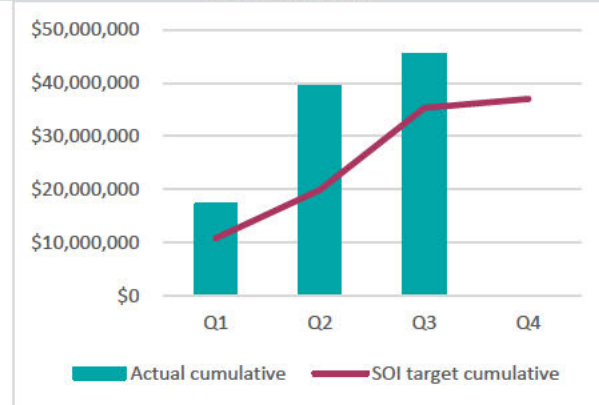


Tracking **on target**

### Financial ALAC EBITDA

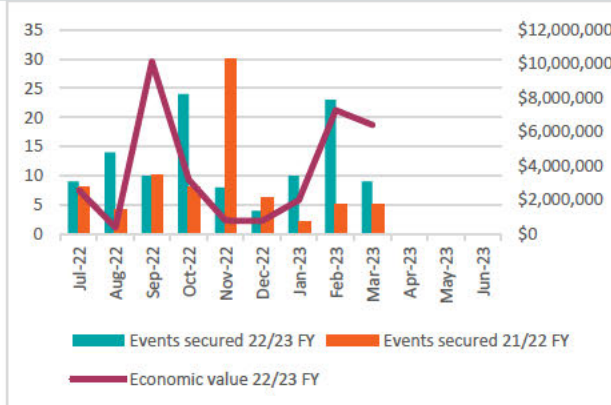


### Contribution to regional GDP from major & business events



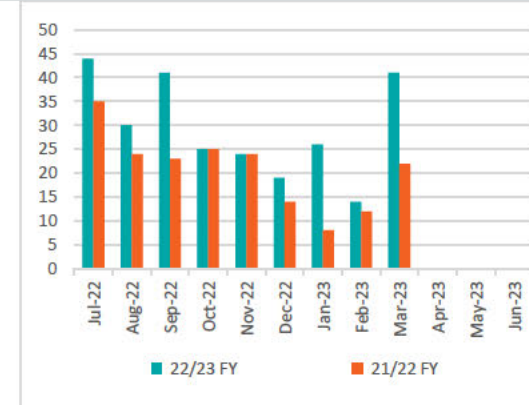
**Achieved** – Q3 results are based on the evaluation of 30 out of 44 events supported by TAU  
Results exclude business events' contribution which is measured once at the end of the FY

### Business events secured



Auckland Convention Bureau helped to secure **9 new business events** in March, with an estimated \$6.4m of future economic benefit to the region

### Business events – new opportunities supported



Auckland Convention Bureau generated **41 new business events opportunities** for Auckland in March with a forecast total estimated impact value (if successfully secured for Auckland) of more than \$18.3m, generating 32,795 visitor nights from a total of 20,719 attendees



SOI measure or component of SOI measure

## Taonga and Places

### Auckland Zoo

- **Visitation** was a **new March record** with 75,148 visits made to the Zoo during the month. YTD visitation is 624,124, 10.6% ahead of target.
- As **part of a partnership worth almost \$500,000**, the Zoo delivered **three special events** to **celebrate Barfoot & Thompson's centenary** with more than 4000 B&T employees and whānau visiting after the Zoo's normal opening hours.
- **Paid parking** was **introduced to the Zoo's two car parks** and MOTAT's aviation museum car park as part of TAU's Western Springs Accessibility project in early March. Despite some initial push back on social media, the change has generally been well received and the comms and mitigation strategy developed collaboratively with the Marcomms – including a planned reduction in membership fees to compensate frequent visitors – has been successful.

### Auckland Art Gallery Toi o Tāmaki

- Year to date **total visitation** is **368,000 visitors**; **+20% above** the gallery's internal **visitation goals**.
- **Light from Tate; 1700 to now**, has attracted 11,665 visitors and projected total visitation is 41,317.

- **Kia Whakahou, Kia Whakaora** is tracking on schedule. Graham Tipene's commissioned artwork for the scaffold wrap will be installed in the next month.
- **Brent Harris : The other side** will be installed during April in the Chartwell Galleries and opens on 5 May.
- Procurement for the delivery of **Kaupapa Māori Delivery Pilot** has commenced, and project scope finalised.
- **Wesfarmers Indigenous Arts Leadership Forum** to be delivered in Auckland in August 2023.

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### NZ Maritime Museum

- **The World of Cultures Festival** gave the museum an opportunity to reach out to the region's **Kiribati community**. For two days, the museum welcomed master artists, storytellers, performers and descendants – one day to spend with staff, and one open day for the public. This was the highlight of the month with happy and painful memories being shared and real connections made between museum staff, visitors and the Kiribati community.
- A **wayfinding project** to improve visitor experience was **completed in March**. This included increasing access to all visitors through introducing bilingual signs with Te Reo Māori, braille on many signs and responding to feedback from Be.Lab.
- Took delivery as kaitiaki of the Ministry of Education created resource, **Tuia Mātauranga Education Hub**, which came from the Tuia 250 event in 2019. This resource will be utilised within Educational and Public programming and made available for other waka whānau to continue using with their bi-annual waka Hau Kōmaru festivals or other events.

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### Auckland Stadiums

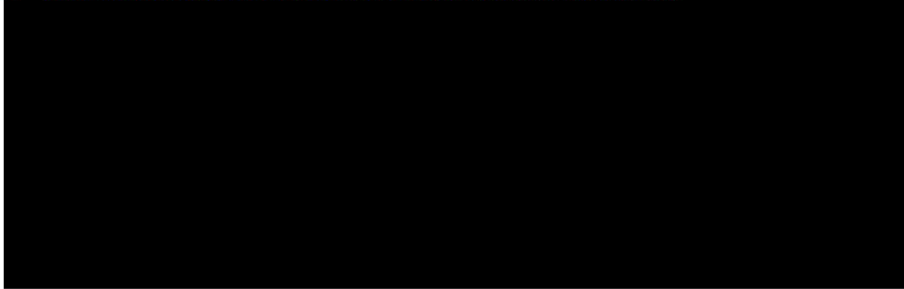
- March was a particularly **busy month** with **Auckland Stadiums hosting 60 event days** with 134,892 attendees including 93,144 ticketed attendees.
- **Ticketed events** included Lorde, Harry Styles, My Chemical Romance, two rounds of Super Rugby Aupiki, two rounds of Super Rugby Pacific, UKF Festival, All Whites v China, and the Warriors' first home game of the season at Mt Smart.
- **Ponsonby Rugby Club** will operate out of Cox's Bay Reserve as their home ground for the 2023 rugby season **with Western Springs being unavailable**. This arrangement has been made possible through significant work by staff from both TAU and Council.

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### Single Operator Stadiums Auckland (SOSA)

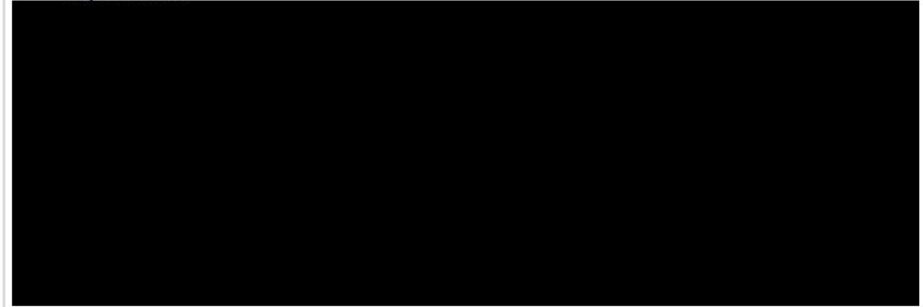
### Western Springs Precinct

- Council **commitment to SOSA** confirmed in Letter of Expectation.



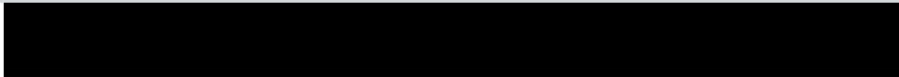
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- Council commitment **to closer integration of cultural institutions** confirmed in Letter of Expectation.



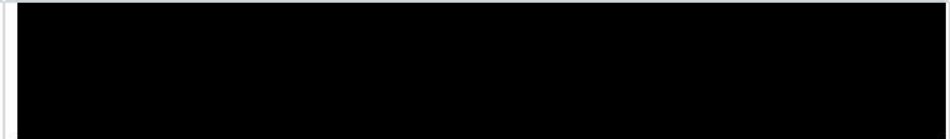
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#### Aotea Creative Quarter



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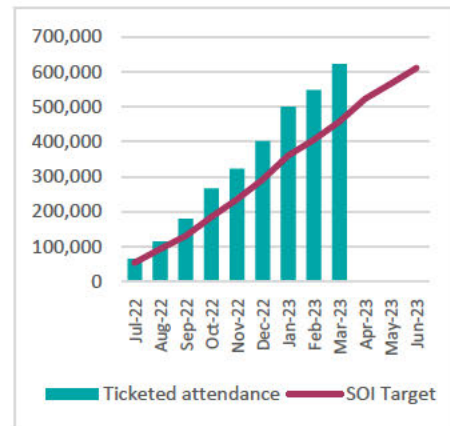
#### Auckland Film Studios Sale



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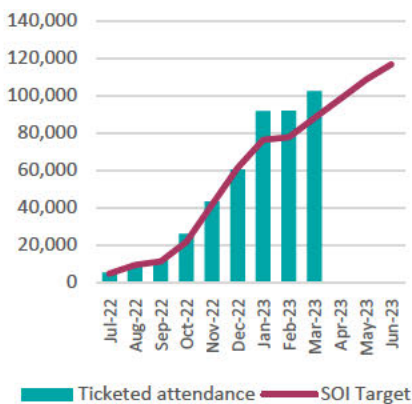
## KPI RESULTS

### Auckland Zoo ticketed attendance (cumulative)



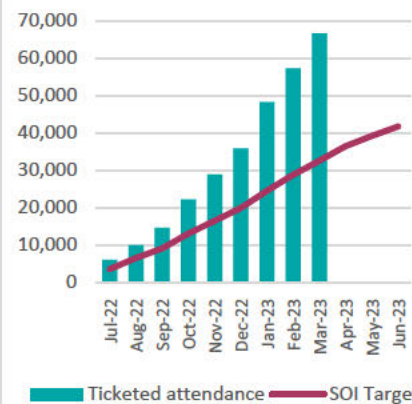
The Zoo's attendance has been tracking **35% above target**. High visitation is associated with the South East Asia Jungle Track project completion and centenary celebrations

### Auckland Art Gallery ticketed attendance (cumulative)



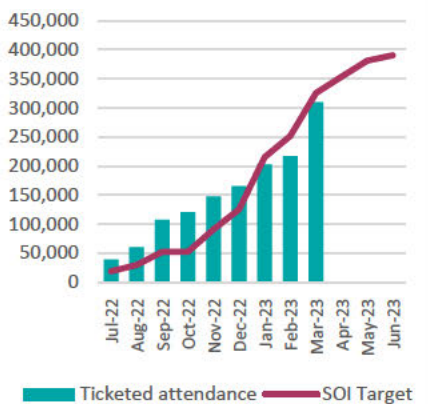
The Gallery's attendance has been tracking **16% above target**

### NZ Maritime Museum ticketed attendance (cumulative)



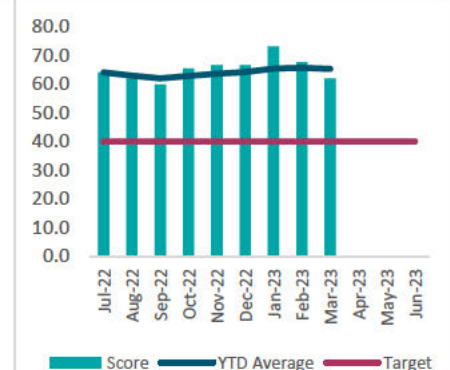
The Museum's attendance has been tracking **well above target** – at 104% above target at the end of March

### Auckland Stadiums ticketed attendance (cumulative)



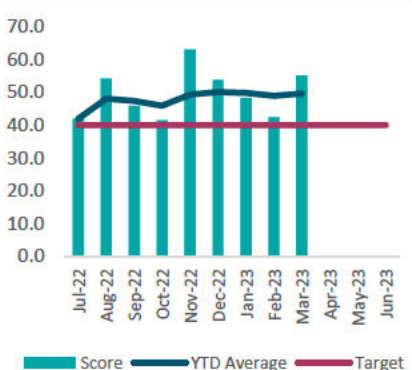
Stadium attendance had been tracking above target in the first few months of the FY, but it dropped **below target** in the first three months of 2023, mostly due to cancelled events and stadium closures due to severe weather

### Auckland Zoo NPS



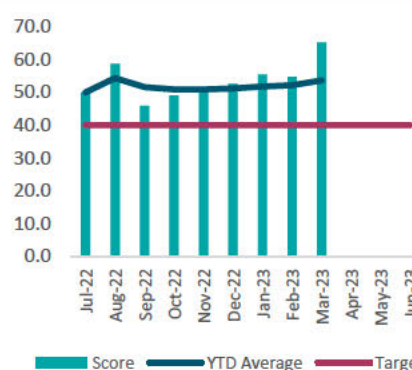
The Zoo's NPS score has been tracking consistently **above target**

### Auckland Art Gallery NPS



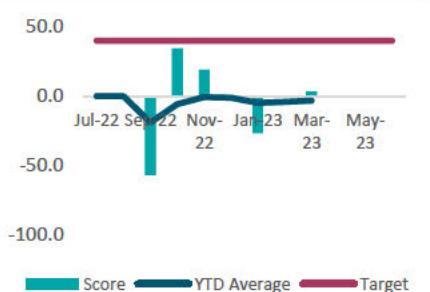
The Gallery's NPS score has been tracking consistently **above target**

### NZ Maritime Museum NPS



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

### Auckland Stadiums NPS



Stadiums' venue NPS score has been tracking **below target**

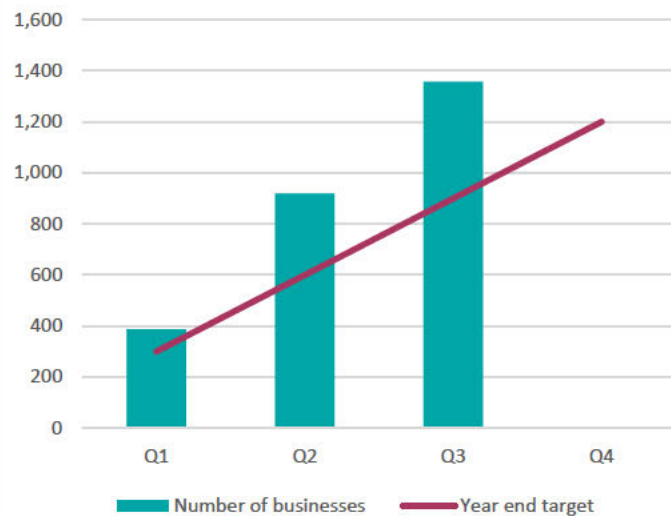
Other performance metrics such as event satisfaction and event NPS are relatively high. Positively, Auckland Stadiums NPS has improved during Q3, up from -26.8 in January to +3.5 by the end of March

## Future Economy

Visitor Economy	Tech & Innovation
<ul style="list-style-type: none"> <li>A 12-week <b>Sustainability Capability Programme</b> was launched on 28 March in conjunction with Tourism Industry Aotearoa. The first group of 16 operators from both Waiheke and Aotea Great Barrier attended workshops to advance their sustainability capability.</li> <li><b>Auckland Is Calling Australian Roadshow</b> took place 23 February-2 March with nine Auckland operators introducing and educating Australian sellers across Gold Coast, Brisbane, Sydney and Melbourne.</li> <li>Participated in the <b>RTNZ's annual Inbound Trade event</b> on 21 and 22 March. Met with more than 40 inbound tour companies, and shared details about the latest activities, accommodation options, and restaurants in Auckland.</li> <li>In partnership with Destination Queenstown and with support from Auckland International Airport, TAU ran a <b>USA Roadshow</b> from 30 March to 7 April, with 17 operators meeting with key travel sellers in New York, Chicago, Dallas, San Francisco and Los Angeles.</li> </ul>	<ul style="list-style-type: none"> <li>The team <b>hosted famils</b> with leading innovation accelerator Plug and Play (Korea), Stone and Chalk (the largest entrepreneurship hub in Australia), Canadian tech entrepreneur Kamal Dhanoa and the <b>latest cohort of Edmund Hillary Fellows</b>.</li> <li>The <b>Tech Tāmaki Makaurau</b> team secured Fisher &amp; Paykel Healthcare, Metia Interactive, MACSO, ZeroJet, and a range of tech migrants who will be featured in an upcoming <b>international talent attraction campaign</b>.</li> <li>Final <b>preparation</b> for <b>Techweek23</b> (13-20 May) is underway. It will celebrate the best of Auckland's tech and innovation. <b>The flagship event for GridAKL is Indie Game showcase</b> (20 May) bringing together a mix of established and up-and-coming game developers who showcase their games to the public.</li> <li>1210 <b>GridAKL community members</b> working in the Wynyard Qtr campus, 136 in the Reserve/Glen Innes online group 'Estblshd', and 82 entrepreneurs signed up to the TUKUA business development programmes with GridMNK in Manukau.</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> Iwi and industry consultation on proposed change to Unitary Plan has begun.</li> <li><b>Creative Commercial Essentials</b> training module, the most sought after action from industry from Create Auckland 2030, goes live on 17 April. Pilot funded by TAU to launch this scheme, delivery by The Big Idea.</li> </ul> <div data-bbox="192 957 1133 1149" style="background-color: black; height: 120px; width: 100%;"></div> <ul style="list-style-type: none"> <li>Team <b>hosted a US studio exec famil</b> in late March, connecting 5 execs with industry partners, locations and infrastructure visits and manaakitanga.</li> <li><b>Represented Auckland's creative industries at Parliament</b> for the presentation of the long-term insights briefing to the Social Services and Community Committee and the launch of <b>Oxford Economics' impact analysis of Netflix' Sweet Tooth S1</b> (based in Auckland, it had \$66m GDP, 1,180 jobs and 950 businesses) in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Planning for alternative funding for tourism and events attraction continues. TAU is working with Regional Tourism NZ to scope a <b>national solution</b> for <b>funding</b> where Auckland could potentially be the pilot city.</li> <li>Work on an <b>interim solution</b> is ongoing – to be in place from 1 July while the long-term solution is formed.</li> <li><b>Ongoing discussions</b> with industry and government.</li> </ul> <p>S(7)(f)(i),(h),(i) LGOIMA 1987</p>

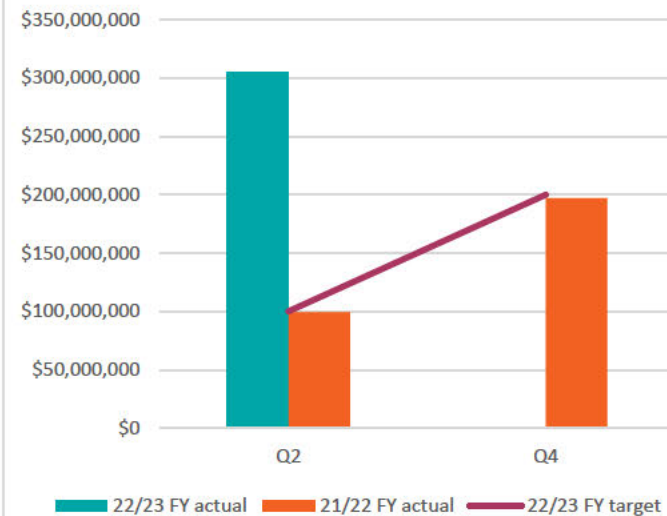
## KPI RESULTS

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



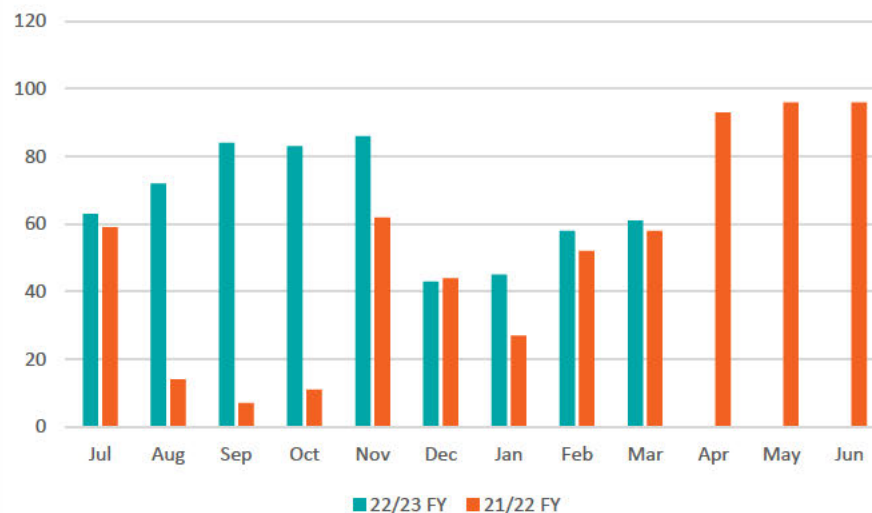
Results reported quarterly  
The SOI **target was achieved**, based on draft results for Q3

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



Results reported six-monthly  
**Reached the end-year target**, based on draft result including eight screen deals

## Screen permits processed



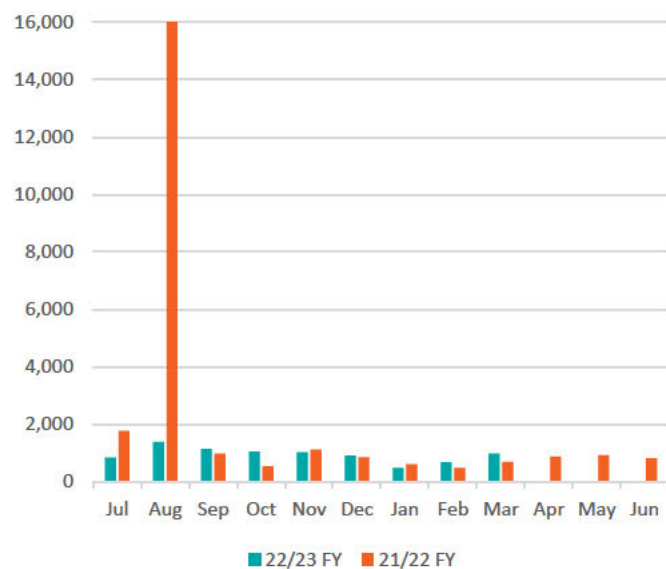
There was an **increase** in screen permits processed in March  
This year's permit numbers are **tracking above last year's**

## Brand and Reputation

Visitor	Events	Cultural Organisations
<p><b>Media famils</b></p> <ul style="list-style-type: none"> <li>March media famils generated <b>coverage in Forbes magazine</b> which has <b>72.1 million monthly online visitors</b>.</li> <li>Developed <b>itineraries for nine travel journalists</b> from North America and Australia. Publications they write for include <i>Forbes</i>, <i>Travel &amp; Leisure</i>, <i>Elle Gourmet Canada</i>, <i>Time Out Chicago</i>, <i>Sydney Morning Herald</i> and <i>Melbourne Age</i>.</li> </ul> <p><b>Australia</b></p> <ul style="list-style-type: none"> <li>Funded by the visitor economy through the Visit Auckland Partnership Programme, a <b>campaign to promote Auckland to Australians</b> in VIC, NSW and QLD goes live in mid-April.</li> </ul> <p><b>Domestic</b></p> <ul style="list-style-type: none"> <li>TAU-led regional component of TNZ's <b>Urban Discovery campaign</b> live until 30 April targeting <b>Northland, Waikato and BOP</b> promoting hospitality and other experiences.</li> </ul> <p>S(7)(f)(i),(h),(i) LGOIMA 1987</p>	<p><b>Major events</b></p> <ul style="list-style-type: none"> <li>Marketing planning for this year's <b>Elemental AKL</b> continues.</li> <li>Digital advertising for the Pasifika Festival reached 200,000+ consumers. The event was actively promoted via a <b>new Pasifika Festival Facebook page</b>, and via Tik Tok, reaching 1.1k followers on Facebook.</li> <li>The announcement that <b>Auckland will host the New Zealand leg of global SailGP</b> resulted in 503 pieces of media coverage delivering a <b>reach of 125 million and EAV of US\$12.5m</b>. Key highlights included <b>Bernie Wilson's AP write up</b>, which was syndicated in 98 global publications, including the <i>Washington Post</i> (53.2m reach).</li> </ul> <p><b>Business events</b></p> <ul style="list-style-type: none"> <li>ACB's new <b>digital content strategy</b> saw strong results from social and EDM with LinkedIn followers up 80% and engagement up 170% MOM.</li> </ul> <p><b>Auckland Live</b></p> <ul style="list-style-type: none"> <li>Delivered <b>4 Auckland Live marketing campaigns</b> including The Worm and Morning Melodies.</li> </ul> <p>[REDACTED]</p>	<p><b>Auckland Art Gallery</b></p> <ul style="list-style-type: none"> <li>The <b>Chartwell and Light from Tate</b> campaigns continued in market.</li> </ul> <p><b>Auckland Zoo</b></p> <ul style="list-style-type: none"> <li>Working in collaboration with ICT, the Zoo updated the UI for ticketing flow online to <b>improve online international ticket sales</b> and customer experience.</li> <li>An <b>April school holiday multi-channel campaign</b> was delivered to launch in market 1 April. The campaign leverages photo opportunities at the Zoo with one lucky visitor winning a 100-year pass to celebrate the Zoo's centenary.</li> </ul> <p><b>Maritime Museum</b></p> <ul style="list-style-type: none"> <li>The <b>Summer Campaign wrapped up</b> over the first week of March. Final output included digital ads on <i>NZ Herald</i> and Spinoff websites.</li> <li>NZMM <b>trialled digital screen ads</b> on all Fullers ferries advertising <i>Captains</i>, <i>Collectors</i>, <i>Friends &amp; Adventurers</i> in the first two weeks of March.</li> </ul>
Auckland brand and reputation	Investment and Industry	Digital Auckland
<ul style="list-style-type: none"> <li><b>Education New Zealand</b>-funded student attraction content shoot completed.</li> <li>Tourism and ACB trade videos completed.</li> </ul> <p><b>LGOIMA requests</b></p> <p>[REDACTED]</p> <p>S(7)(f)(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> <li><b>Climate Connect Aotearoa:</b> The local energy sharing challenge has launched and a 'potential partners' event was held. A white paper has been commissioned on SME process heat decarbonisation in Auckland.</li> <li><b>Screen Auckland:</b> Famil with 5 top LA studio executives and co-hosted industry breakfast; 25 media syndicates picked up the <i>M3GAN</i> story.</li> <li><b>Tech Economy:</b> Industry Tech Event for TIN report 27 April with TAU Insights report; supported another fully subscribed and successfully delivered 'Migrants in Tech' Auckland hui.</li> <li><b>Creative industries:</b> Draft marketing plan completed for Henderson Creative Quarter.</li> <li><b>Investment:</b> MFAT report completed; support for Southern Corridor Stakeholder Event 28 April; Discover Auckland LinkedIn campaign completed.</li> </ul>	<p>Refer to Appendix 2 for further details</p> <ul style="list-style-type: none"> <li>AKQA hand over platform 18 April for testing, we will then move from UAT to Production</li> <li>Major events template build underway - prioritising feature set required for <i>Elemental AKL</i> and the FIFA WWC.</li> <li>Tourism NZ, Restaurant Hub and City-wide calendar API's in testing.</li> <li>Security testing – completed.</li> <li>Privacy assessment underway.</li> </ul> <p>[REDACTED]</p>

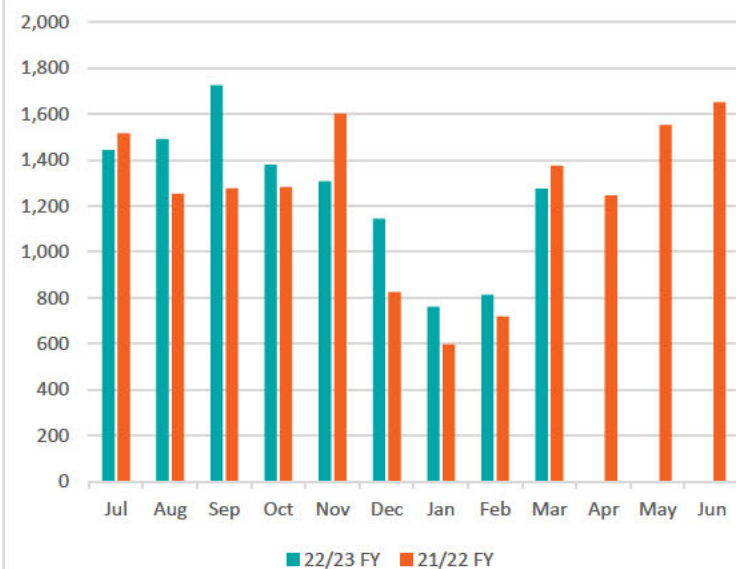
## KPI RESULTS

### Auckland Brand Home visits



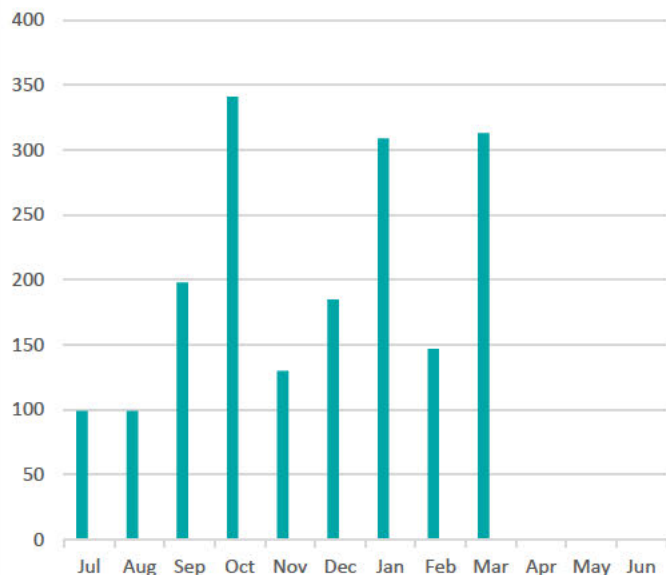
Increased use by kaimahi and the tourism industry

### Download of brand assets



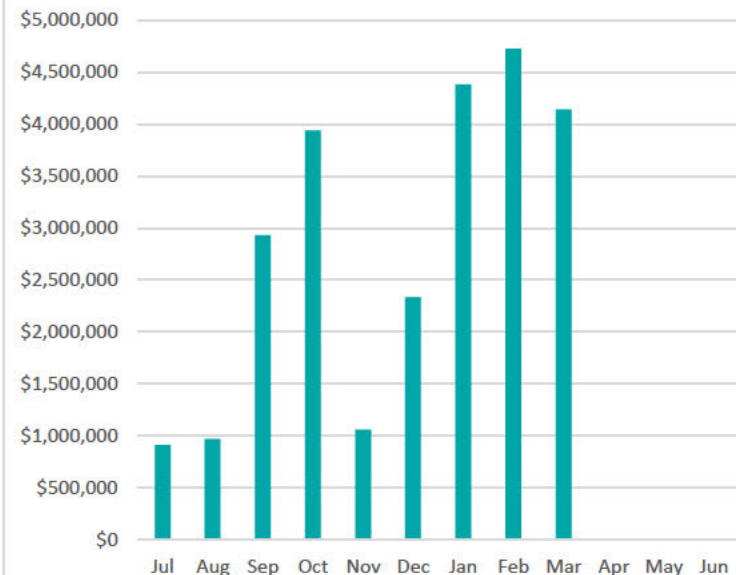
Increased use by kaimahi and the tourism industry

### Media coverage mentioning TAU



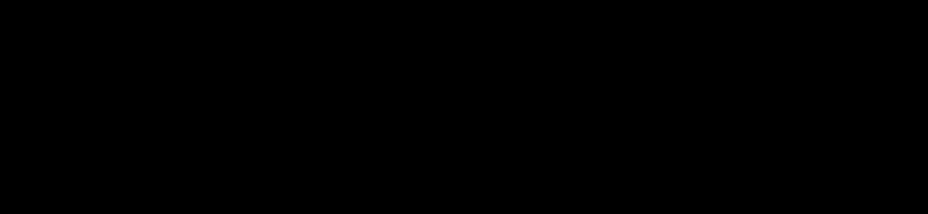
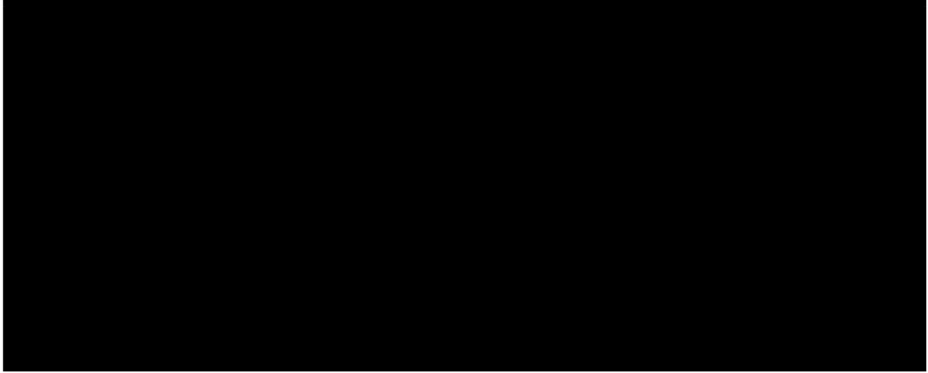
This month's **113% increase** (more than double in mentions) is due to coverage of multiple events – Auckland Arts Festival, Te Matatini, and Pasifika (20% of overall coverage). Media on the budget consultation also increased mentions.

### Equivalent Advertising Value of TAU media coverage



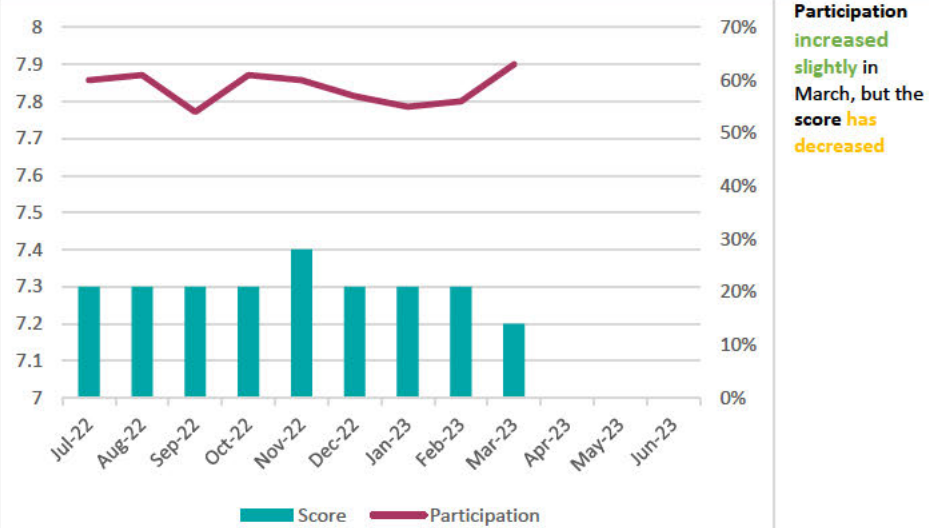
A small **13% decrease** in EAV despite a significant coverage increase is attributed to a focus on domestic reporting, compared to last month's international broadcast coverage. A monthly EAV of more than \$4m is still significant & worthy of celebration.

## Organisation and Social Enterprise

Culture and Values	ICT Enhancement
<ul style="list-style-type: none"> <li>• <b>Communication</b> of the TAU purpose and values is <b>on hold</b> pending clarity on annual planning processes.</li> </ul> <p>S(7)(f)(i),(i) LGOIMA 1987</p>	 <ul style="list-style-type: none"> <li>• The <b>Enterprise data and integration platforms</b> will go live into production in line with the City Wide Calendar and Digital Auckland Hub timelines.</li> <li>• Selection of a <b>delivery partner</b> for the <b>Enterprise CRM</b> is almost complete which will enable the project to kick off in May, focusing on the foundation and B2C customers.</li> <li>• <b>SAP migration for NZMM</b> and integration with Ungerboeck scoping in progress to provide a simplified finance system across TAU.</li> </ul>
Commercial Revenue & Partnership Strategy	Project Whanake
<ul style="list-style-type: none"> <li>• Sponsorship asset register due to be received by end of April which will identify potential value of additional revenue streams through a TAU wide fit-for-purpose <b>sponsorship approach</b>.</li> <li>• Further <b>Philanthropic grant funding channels</b> eligibility analysis underway. Understanding of process to move activities to Trust side of business underway, along with if any adjustments to Trust deed are required through the movement of activities. Resourcing levels identified and approved to apply for and manage grant contracts. Implementation on track for 1 July.</li> <li>• <b>Commercialising media assets discovery project:</b> Stakeholder interviews and site visits complete. Phase 1, discovery to be completed and board paper to be presented in April. Status report attached.</li> <li>• <b>Key food &amp; beverage revenue</b> implementation activities to achieve uplift of benefits underway and on track for majority of the work to be delivered by 1 July. Ongoing BAU activity will complete the activities for further uplift. Analysis of contractor/supplier contracts complete and procurement for catering partner(s) at the Gallery and Auckland Live about to commence.</li> <li>• <b>Increased venue use</b> workstreams set up and activities underway – additional sales and event delivery roles to support sales uplift approved, yield management review and updating commenced, engagement with internal stakeholders underway. Use of a single event booking and management system and streamlined planning and delivery of events through the use of a standard event management process well received by the business so far.</li> </ul>	 <p>S(7)(f)(i),(h),(i) LGOIMA 1987</p>

## KPI RESULTS

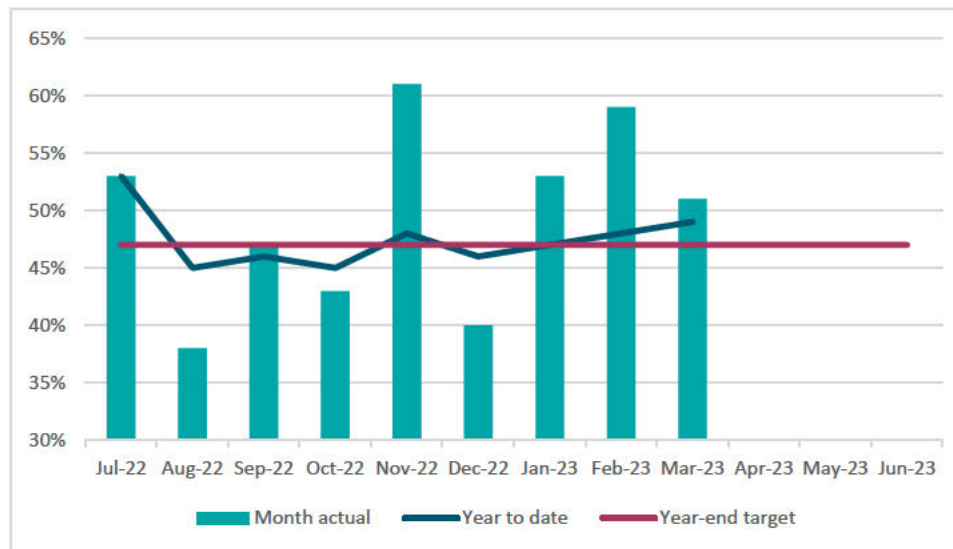
### OfficeVibe engagement score and participation



### Cybersecurity posture



### % expenses through non-rates revenue



Year to date expenses through non-rates revenue were on track at the end of March

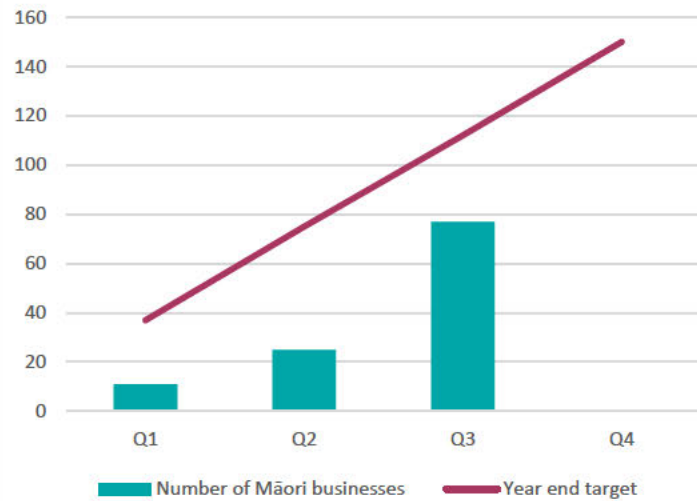
## Māori Outcomes

Kia ora te Rangatahi   Realising Rangatahi Potential	Kia ora te Ahurea   Māori Identity and Culture	Kia ora te Umanga   Māori Business, Tourism and Employment	
<ul style="list-style-type: none"> <li>TAU had to <b>reprioritise investment</b>, and an earlier planned youth employment-employer initiative with \$30,000 investment will not occur. The resource will be redirected to support Māori Outcomes for the FIFA WWC.</li> </ul> <p><b>Kia ora te Whānau   Whānau and Tamariki wellbeing</b></p> <p>Several <b>proposals for events</b> with Māori Outcomes aligned to <b>supporting whānau and Tamāriki wellbeing</b>. This year's Winterlights Festival in Takapuna has received support for whānau focussed events sharing pūrākau – cultural narratives as a result.</p>	<ul style="list-style-type: none"> <li>A small delegation of Screen Auckland Staff and Mana Whenua representative attended <b>the Māoriland Film Festival</b> in Otaki 15–19 March. This is part of the engagement for developing a region wide indigenous film protocol for Tāmaki Makaurau. A formal debrief identified key learnings and opportunities for advancing relationships and investment.</li> <li><b>Te Matatini Festival</b> took place 22-25 February at Ngā Ana Wai Eden Park and has been hailed as the most successful ever held. This initiative is now in closure phase, with the final deliverables from Te Matatini Society due 20 April. This includes event KPIs, research and evaluation outcomes. Report to MOSG funder will be finalised in May.</li> </ul>	<ul style="list-style-type: none"> <li>We are investigating a working relationship with Whāriki to invest and leverage <b>Māori outcomes for pakihi</b> Māori arising from the <b>FIFA Women's World Cup 2023</b>.</li> </ul> <div data-bbox="1377 405 2069 663" style="background-color: black; height: 162px; width: 100%;"></div> <ul style="list-style-type: none"> <li>A meeting of the Kia ora Tāmaki Makaurau Delivery Board takes place mid-April to discuss the <b>impacts</b> of the Mayoral <b>budget cuts</b> from a Māori outcomes perspective.</li> <li>The unit expects to receive the <b>economic impact Report for Te Matatini 2023</b> towards the end of April and will be able to share curated survey results in May.</li> </ul>	
Kia ora te Reo   Te Reo Māori	Kia ora te Taiao   Kaitiakitanga	Kia ora te Hononga   Effective Māori Participation	Kia Hāngai te Kaunihera   An Empowered Organisation
<ul style="list-style-type: none"> <li>Tātake continues to promote and support Te Reo through sponsorship of <b>events with bilingual content</b> and <b>programming</b>.</li> <li><b>Te Reo translation</b> services continue to be in demand and met through supplier arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>TAU has partnered with several Mana Whenua to support photo shoots and collection of <b>images highlighting work undertaken as kaitiaki</b> that can be used as collateral for their work and shared as part of promoting our region of Wairuatanga focus.</li> </ul>	<ul style="list-style-type: none"> <li>Te Kawerau ā Maki has signalled an interest in developing a <b>draft relationship agreement</b>, prompted by the fledgling Henderson Quarter Precinct Plan. This will be a milestone agreement consistent with the TAU Board's 2022 decision to foster and seek out relationships with Mana Whenua (and Mātāwaka).</li> </ul>	<ul style="list-style-type: none"> <li><b>Tātake Kaimahi Māori Network</b> – The Kaimahi Māori working group, made up of 14 kaimahi from across the organisation, is developing a programme of events to support network members.</li> <li><b>Te Mahere Aronga</b> – A revision of Te Mahere Aronga is underway to ensure strategic alignment with the organisation's current priorities.</li> </ul>

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LGOIMA  
1987

## KPI RESULTS

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



Result reported quarterly  
Based on draft Q3 results. The result is lower than anticipated – at the time when the KPI target was set, TAU was planning a new Māori business team. However, recruitment challenges and the uncertain future of economic development means this is paused.

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



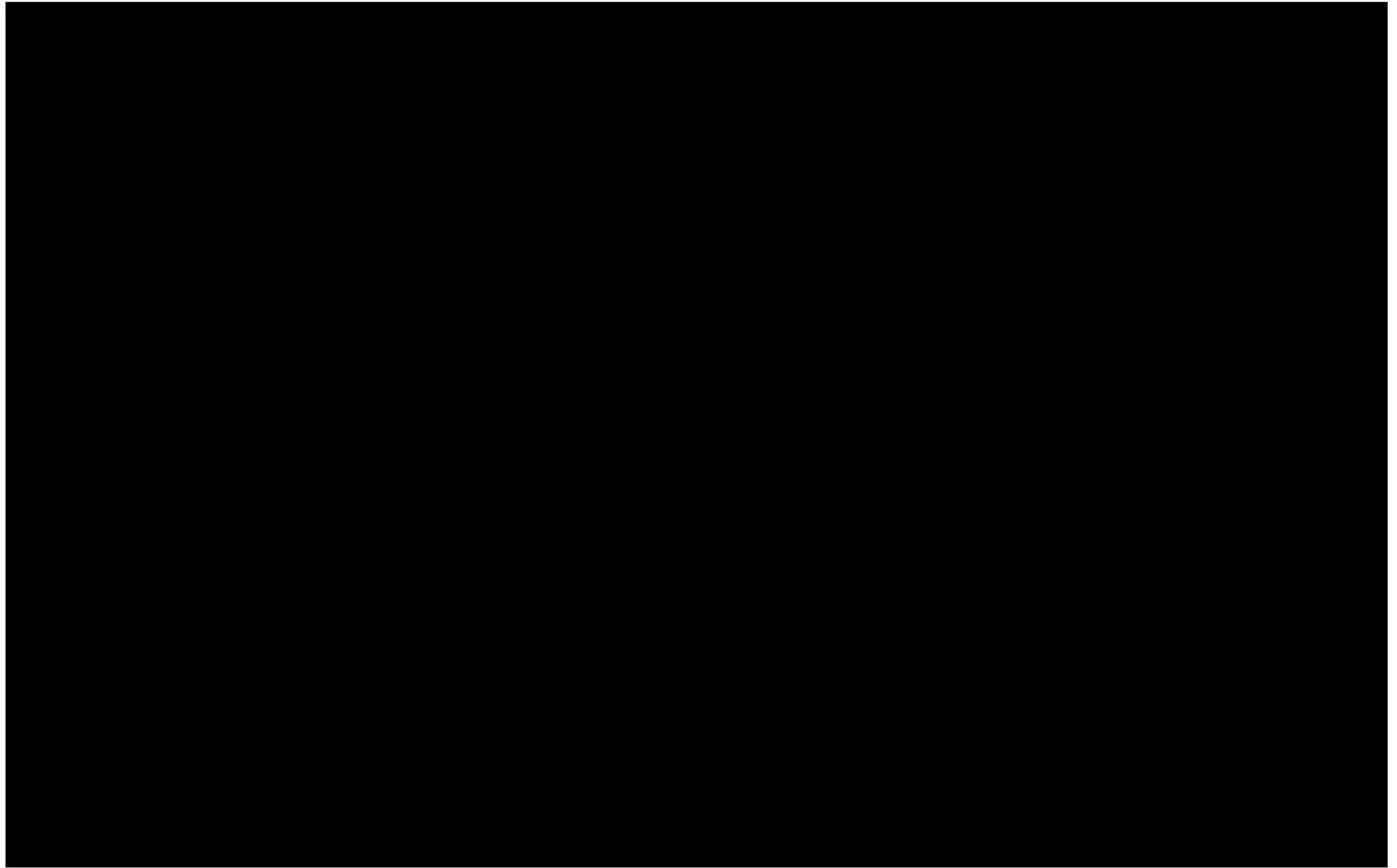
Result reported quarterly  
The target of 40 programmes has already been exceeded (based on draft Q3 results)

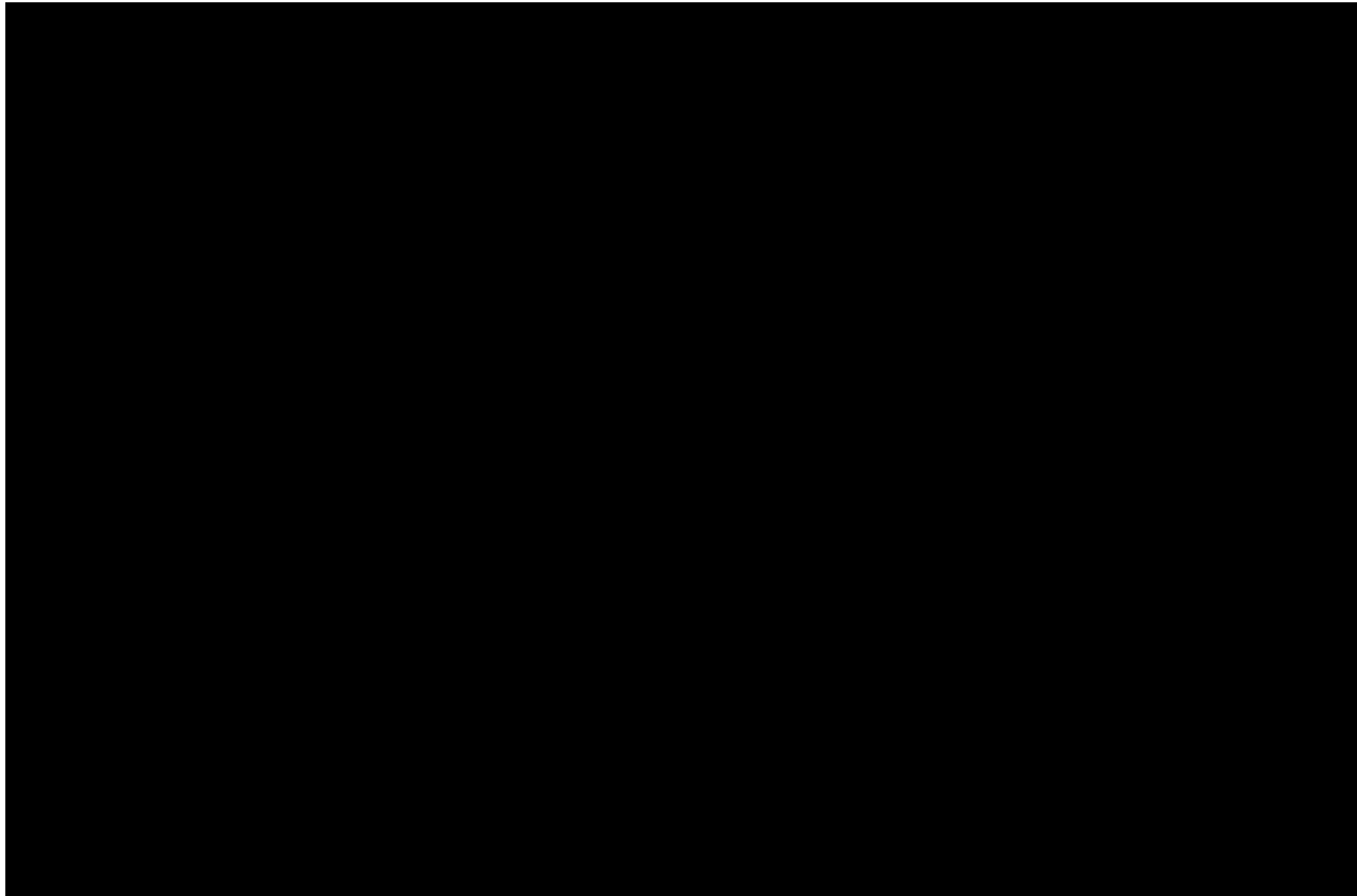
## 4. Schedule of Appendices

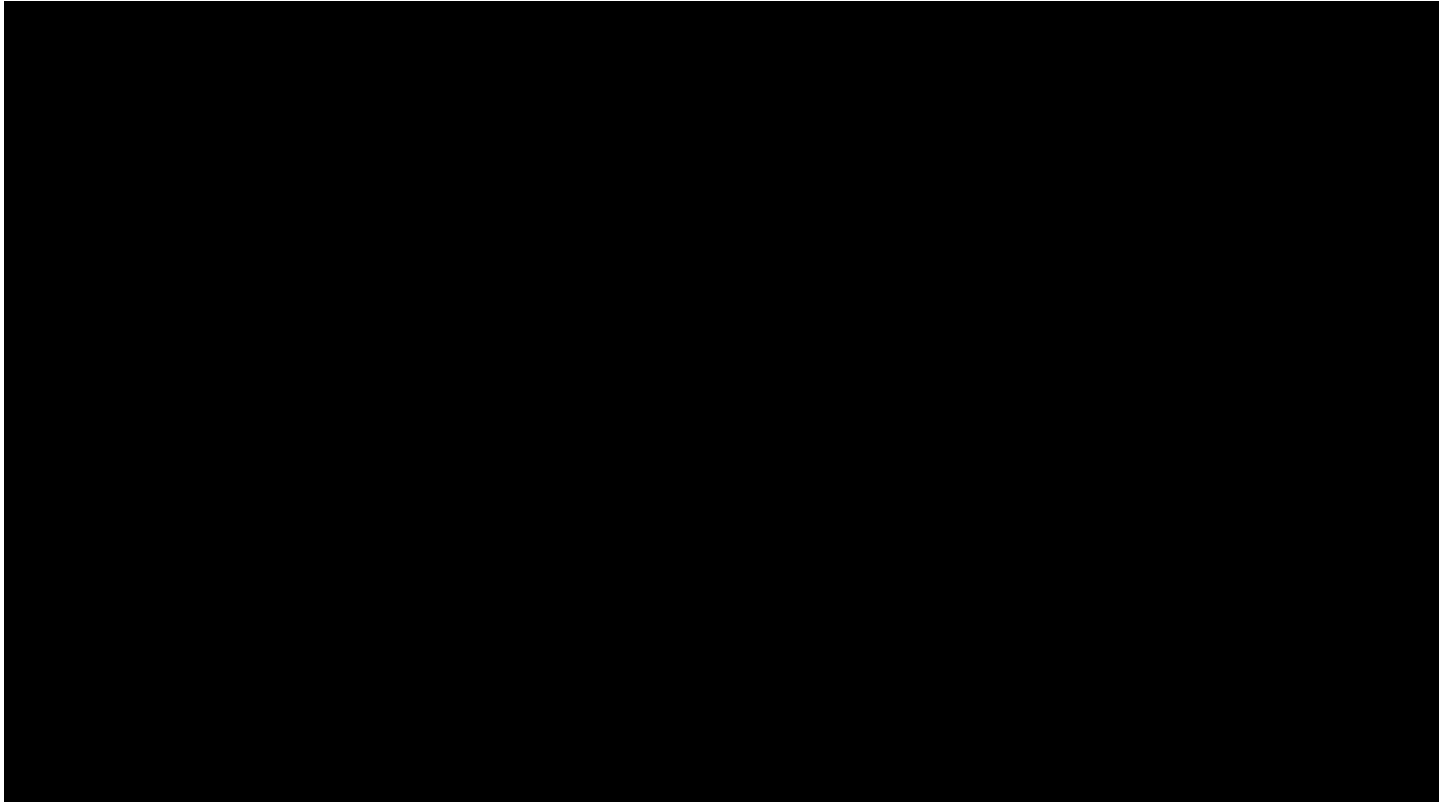
- Cybersecurity Dashboard (Monthly)
- Digital Auckland Update (Monthly until completion)
- Climate Change & Sustainability Dashboard (Monthly)
- Commercialisation of Media Assets Status Report (Monthly until completion)

## 5. CE sub-reports in Resource Centre

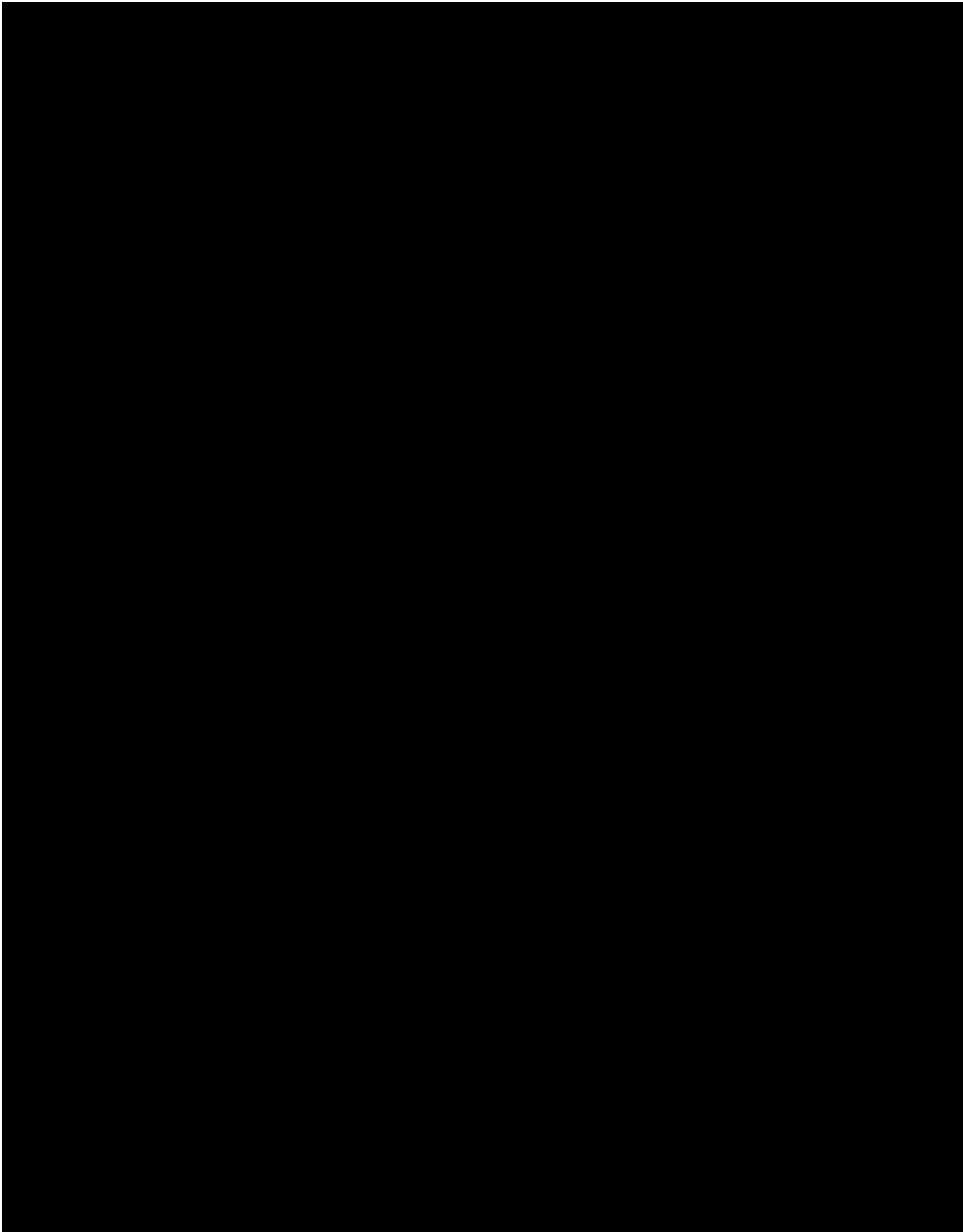
- Finance Report (Monthly)
- Risk Report (Monthly)
- H&S Report (Monthly)
- ICT Infrastructure Project Report (Monthly)





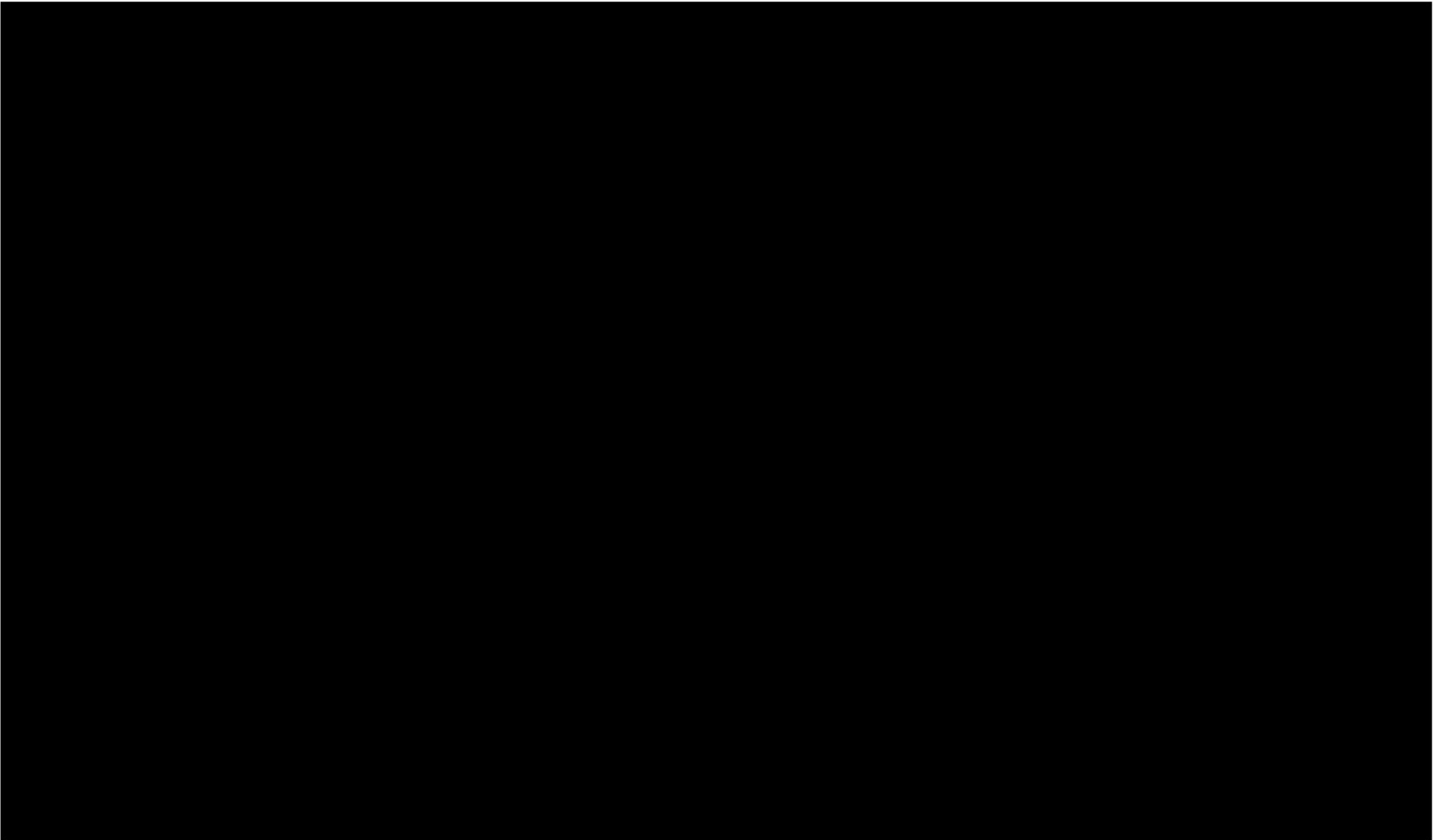


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S(7)(f)(i),(h),(i) LGOIMA 1987





# Monthly operating performance



## Operating performance trend

\$ million					
	Notes	Actual	FY 23 YTD Updated budget	Variance	Full year Updated budget
<b>Net direct expenditure</b>	<b>A</b>	<b>86.4</b>	<b>90.7</b>	<b>4.3</b>	<b>124.9</b>
<b>Direct revenue</b>	<b>B</b>	<b>88.4</b>	<b>71.9</b>	<b>16.5</b>	<b>89.6</b>
Fees and user charges		38.8	36.2	2.6	46.8
Operating grants and subsidies		26.2	15.3	10.9	17.2
Other direct revenue		23.4	20.4	3.0	25.6
<b>Direct expenditure</b>	<b>C</b>	<b>174.8</b>	<b>162.6</b>	<b>(12.2)</b>	<b>214.5</b>
Employee benefits		62.5	65.4	2.9	87.6
Grants, contributions and sponsorship		25.7	19.0	(6.7)	21.6
Other direct expenditure	<b>D</b>	86.6	78.2	(8.4)	105.4
<b>Other key operating lines</b>					
Vested assets	<b>E</b>	1.5		1.5	
Depreciation and amortisation	<b>F</b>	40.7	33.9	(6.8)	45.5
Capital grants to Partners		0.6		0.6	
Finance costs		(0.1)		0.1	
Net interest expense		(0.5)	(0.1)	0.4	(0.1)



## Capital investment trend

<b>Capital expenditure (incl AFS)</b>	<b>G</b>	<b>39.9</b>	<b>57.1</b>	<b>17.2</b>	<b>73.1</b>
Capital revenue		0.3		0.3	



## Key commentary

**A.** Net direct expenditure is favourable due to better than budgeted performance on events, visitation and film revenue, offset by unbudgeted costs of the Single Operator Stadiums Auckland project and the cancellation of five major concerts year to date for a variety of reasons. Our YTD positive variance contains an element of timing difference, which will likely be reduced before the end of the year.

**B.** Direct Revenue is favourable due largely to unbudgeted Activate and Reactivate Tamaki Makaurau grant funding and better than expected event and film revenues, offset by the loss of five major concerts, two due to health-related cancellations and three due to the flood event. Insurance recoveries and business interruption cover have not been accrued.

**C.** Direct expenditure is adverse due to unbudgeted Activate and Reactivate Tamaki Makaurau expenditure, increased cost of sales as a result of better than expected event revenues, costs to support elevated film revenues and Single Operator Stadiums Auckland costs and flood damage costs. This is offset by the loss of five major concerts, two due to health-related cancellations and three due to the recent flood event.

**D.** Other expenditure includes costs of sales for events and visitation, occupancy and utilities as well as repairs and maintenance costs to support the venues of Tātaki and the film sector and professional services which includes expenditure for Activate and Reactivate Tamaki Makaurau.

**E.** Vested Assets includes gifted artwork.

**F.** Depreciation is adverse due to the effects of increased building asset valuations in June 2022, increasing the value of the assets being depreciated and thus the monthly depreciation.

**G.** The capital programme is below budget due to delays in securing labour as a result of the abundance of work in the market, extended business casing periods due to cost escalation and work that is going on hold in response to the flood event.

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## TAU Customer Strategy

### Report to the Board of Tātaki Auckland Unlimited

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<b>Meeting date</b>	26 <sup>th</sup> April, 2023
<b>Author(s)</b>	Emma Mearns, Planning & Performance Manager Shelley Watson, Director Marketing & Communications
<b>Approved by</b>	Nick Hill, CE
<b>Purpose of paper</b>	For discussion and endorsement
<b>Company and/or Trust paper</b>	Company and Trust
<b>Proposed resolution</b>	That the Board <ol style="list-style-type: none"><li>1. Discuss and provide feedback on the Customer Strategy</li><li>2. Endorse the Customer Strategy</li></ol>

#### PURPOSE

The purpose of this paper is to:

- Update the board on the proposed TAU Customer Strategy
- Seek endorsement of the Customer Strategy

#### BACKGROUND

Following the merger, a concerted effort has been made to realise post-merger integration benefits including a single view of customer (SVOC), pan-organisation efficiencies and digital transformation to establish the technical foundations that support enhanced revenue generation and customer-centricity.

Currently, due to multiple legacy organisations and systems, there are many ways of managing customers. To improve customer management and realise merger benefits, a single Customer Strategy has been developed, supported by a single CRM/eDM solution currently in procurement. The Customer Strategy has been developed in partnership with Bower House Digital and has influenced the selection of a fit-for-purpose CRM/eDM solution – Salesforce, the vendor for which is currently being procured.

Objectives of the Customer Strategy and Enterprise CRM & eDM system:

- Enable a **single view of a customer** across the whole of TAU to support improved customer experiences, customer service and satisfaction.
- **Better decision making** and **revenue optimisation** through our ability to segment and target specific customer groups, improve sales and customer lifetime value.
- Leverage our combined customer base to promote **cross-sell** and **upsell** tickets and products across TAU to grow revenue.
- More **personalisation** so that we can better understand customer needs and meet customers unique and individual requirements.
- Offer a differentiated experience to **loyal customers** so that we can reward engagement and encourage repeat visits and purchases.

Approach to develop the Customer Strategy:

The project team and Bower House Digital engaged TAU teams through a series of workshops in late 2022. These findings were captured in a current state document and used to define the future state Customer Strategy for TAU.

The Customer Strategy provides a framework for:

- **Consistent categorisation of customers** across the organisation to achieve a single view of the customer (SVOC). The customer categorisation framework may need to be refined subject to the future state of the organisation and is designed to cater for new customer relationships as required.
- **Customer data governance**, a data privacy and security model complete with sharing rules to lockdown or open up groups of customer data.
- **Customer contact rules** will set customer communications priorities across the organisation by message type and business unit to avoid conflicting messages and communications fatigue. The contact framework supplied provides principles but needs to be further developed with input from across the organisation to ensure it is fit for purpose.
- To enhance the **customer experience (CX)**, communications content will be planned against TAU **customer journeys / lifecycles**. Templates for customer journeys have been created against which business units will design their customer communication lifecycles.
- **Customer Management Operating model options** have been proposed including the number and capability of technical and marketing resources to leverage the new single CRM / eDM solution and deliver the potential benefits of the system including revenue generation. This includes skills in customer data analytics, CX lifecycle development and delivery, segmentation and targeting of customers for marketing purposes.
- **A roadmap** of deliverables required to support CRM and eDM implementation and achievement customer and business outcomes.
- **A KPI framework** is recommended to measure the success of the implementation of the Customer Strategy.

Refer attachment 1: Customer Strategy presentation for further detail on the Customer Strategy.

### Next steps:

As discussed at the March 2023 Board, following endorsement of the Customer Strategy, a single project to implement the Customer Strategy and Salesforce CRM / eDM solution will commence. Progress on the project will be reported on monthly.

Subject to the decisions on Statement of Intent and FY24 Annual Budget some amendments to the Customer Strategy may be required.

The project team will prepare a financial analysis to determine the ideal operating model to champion the Customer Strategy and leverage the CRM /eDM solution once implemented. This will need to be evaluated in the context of the overall TAU operating model.

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

### FINANCIAL

The development of the TAU Customer Strategy has cost [REDACTED] and has been budgeted and paid for in FY22/23.

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

### RISK

The key risks to successful delivery of the Customer Strategy are outlined below. These risks will be further detailed and mitigated in the risk register for the project to implement the Customer Strategy and CRM / eDM solution, as requested by the Board in March 2023.

- A lack of visibility of the future shape of the organisation and operating model may require changes to the Customer Strategy.
- A lack of Customer Experience, Data Governance and CRM Management resource capability and capacity.
- A lack of organisational expertise and experience working with a single, customer-centric framework for managing customers.
- Customer strategy has failed to capture, or correctly capture all customer considerations.
- Failure to deliver the roadmap required to meet the objectives of the Customer Strategy and the CRM.
- A lack of customer data to leverage initially due to opt in information not being captured for organisation wide use in the past.
- Reduced staff engagement due to the current operating environment.

### LEGAL

Bower House Digital were procured in accordance with procurement policy through a closed procurement and chosen from four suppliers to partner with TAU to define our Customer Strategy.

The Customer Strategy will guide implementation of the CRM / eDM solution and compliance with relevant legislation such as the Privacy Act 2020 and the Unsolicited Messages Act 2007 will be addressed as part of the project.

## CONSULTATION / MĀORI OUTCOMES

The Māori outcomes team have participated in the requirements elicitation sessions for the Customer Strategy (and CRM / eDM solution) and will be early adopters of the new CRM / eDM platform once implemented.

This has included due consideration of how Māori business and Māori partner records will be captured, maintained, protected and leveraged by TAU as part of the Customer Strategy.

## RECOMMENDATION

It is recommended that the Board:

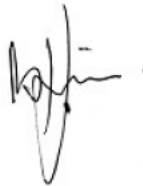
1. **Provide** feedback on and endorse implementation of the Customer Strategy

Written by:



Emma Mearns  
**Planning and Performance  
Manager**

Approved by:



Nick Hill  
**CE**



Shelley Watson  
**Director – Marketing &  
Communications**

## ATTACHMENT SCHEDULE

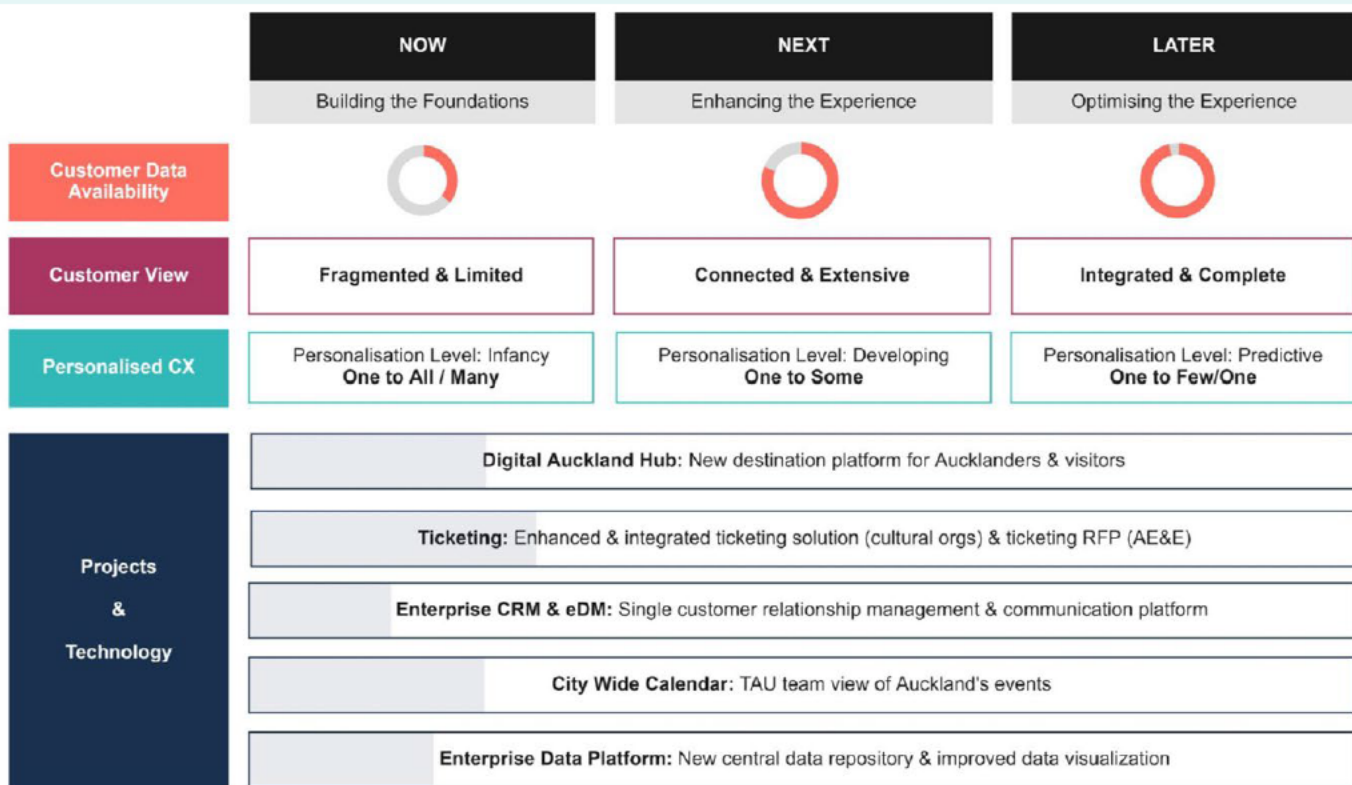
Attachment 1	Customer Strategy summary presentation
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# Customer Strategy

## CRM Project



# Customer Data Goals, Project & Tech Alignment



## Customer centricity



*“People are at the heart of this project and we’re involving people from across the rōpū to help input into the design.”*

*We've  
created a customer-  
centric strategy, with input  
from all rōpū.*

*This strategy guided our  
CRM and eDM  
platform selection*

#### Status:

Partner procured Nov 22. Workshops held with all business units to capture current state and future state Customer Strategy requirements.

Proposed Customer Strategy presented and shared with stakeholders March 23. Feedback requested.

Presented to ELT April 23.

#### Next steps:

Board Endorsement

Scope to be refined based on ELT and Board feedback, LOE and Annual Budget FY23/24.

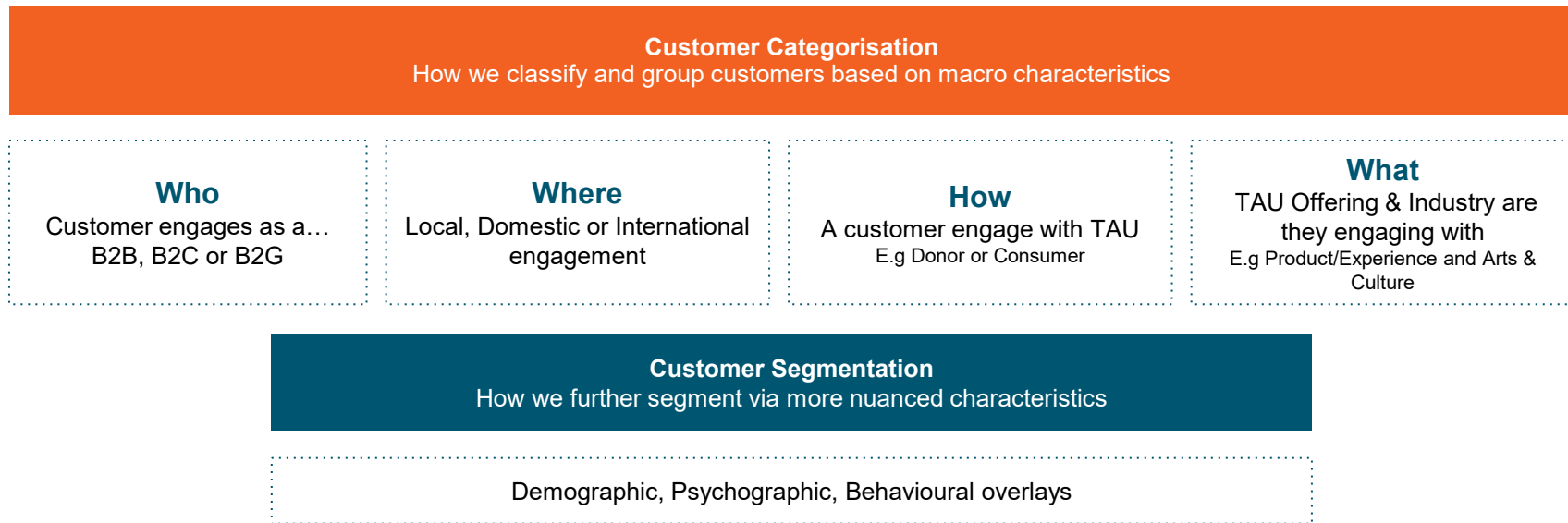
Cost/ benefit analysis of operating model options

Develop and implement roadmap alongside CRM & eDM implementation

## Customer Strategy, CRM & eDM will

- Provide a single, comprehensive view of individual customers
- Help us optimise revenue
- Enable better, data-driven decision making
- Improve customer experience, service and satisfaction
- Allow more efficient marketing and cross-promotion and upselling and enable rewarding high-value, loyal customers encouraging repeat custom

## A standardised approach to customer categorisation is needed to allow for a single view of the customer



We can look at a customer from either a Organisation perspective or Enterprise perspective

## Single View of Customer in Action



**Name:** Sally Fletcher

**Location:** Auckland

Who	Where	How	What
B2B	Local	Consumer	GRIDAKL
B2B	Domestic	Consumer	Skills & Workforce
B2B	Local	Consumer	Tech Tāmaki Makaurau
B2C	Local	Consumer	AAG & The Zoo
B2B	Domestic	Partner	Climate Connect Aotearoa

Sally Fletcher has many different engagements with TAU:

- Sally owns a tech start-up in Wellington, and has recently moved to Auckland
- She is passionate about tech and likes to attend tech events held at **GRIDAKL**
- She is also thinking of upskilling her young Pasifika employees and engages with **Skills & Workforce** to understand her options
- Since moving to Auckland, Sally has **regularly visited the AAG**
- **Her business** has also **donated** to the **Art Gallery** for the first time last week
- She **visited the Zoo** once over a year ago when she came to visit Auckland
- Sally **engages** with **Tech Tāmaki Makaurau** to gain access to network connections, knowledge sharing and collaboration events
- Sally also feels passionate about climate change and is looking at **partnering** with **Climate Connect Aotearoa** to share her knowledge of tech and how it can solve climate challenges

## Enterprise Level

Traits that apply when looking at an enterprise level e.g Active Shopper and Ticket buyer who is overall High Value to TAU



## Person level

Traits that are the same for a person no matter no what lens you apply e.g Female, Independent adult, interested in arts and culture

## Organisational Level

Low Value, lapsed Zoo B2C

# Single View of Customer in CRM

## Who they are

Sally Fletcher	
Location Tag	Local
Ethnicity	Non Māori/Pasifika
Explicit Interests	Stadiums: Festival, Rock Live: Musical
Cultural Segments	Expression, Entertainment
Lifestyle Category	Independent Adult
Customer Type	B2B, B2C
Account Name	Tech 4 NZ
Title	CEO
Role	Decision Maker

CRM would also have a standardised approach for how we classify accounts

Tech 4 NZ	
Location Tag	Domestic
Business Size	Medium
Sector	Tech
Industry	Information Technology (IT)
Business Type	Sole proprietorship
Māori Owned	No
Māori Employees	2
Business Founded	2015

## Customer Relationship

Org	Type	Relationship	Lifecycle
AAG	B2C	Consumer	Active
	B2B	Donor	New
Zoo	B2C	Consumer	Inactive
Tech Tāmaki Makaurau	B2B	Consumer	Active
GRID AKL	B2B	Consumer	
Skills & Workforce	B2B	Consumer	
Climate Connect Aotearoa	B2B	Partner	Prospect

## Digital Engagement

TAU	Week	Today
eDM	7	4
SMS	0	0
Calls	1	0

Zoo	Last 7 days	Today
eDM	1	0
SMS	0	0
Calls	1	0

## Single View of Customer in CRM – Account View

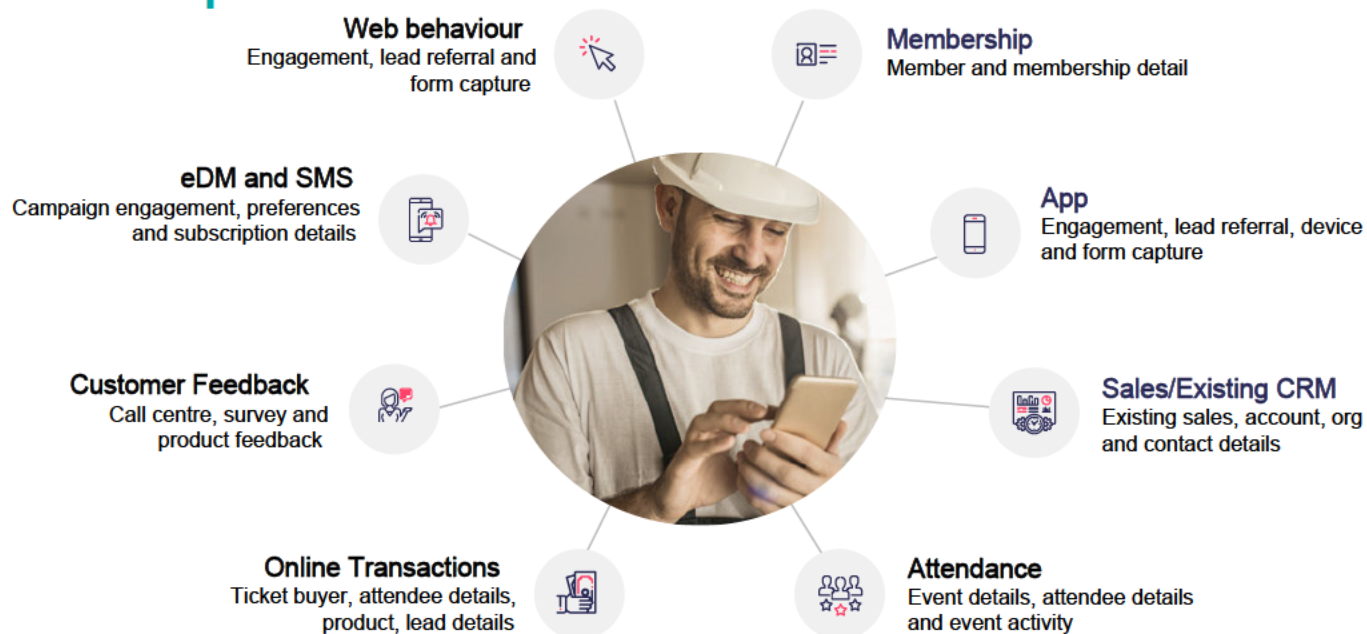
B2B Account Fields	
Account Name	Tech 4 NZ
Location Tag	Domestic
Business Size	Medium
Sector	Tech
Industry	Information Technology (IT)
Business Type	Sole proprietorship
Māori Owned	No
Māori Employees	2
Pasifika Employees	3
B2C Contact Fields	
Location Tag	Domestic
Business Size	Medium
Sector	Tech
Industry	Information Technology (IT)
Business Type	Sole proprietorship
Māori Owned	No
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### Who they are

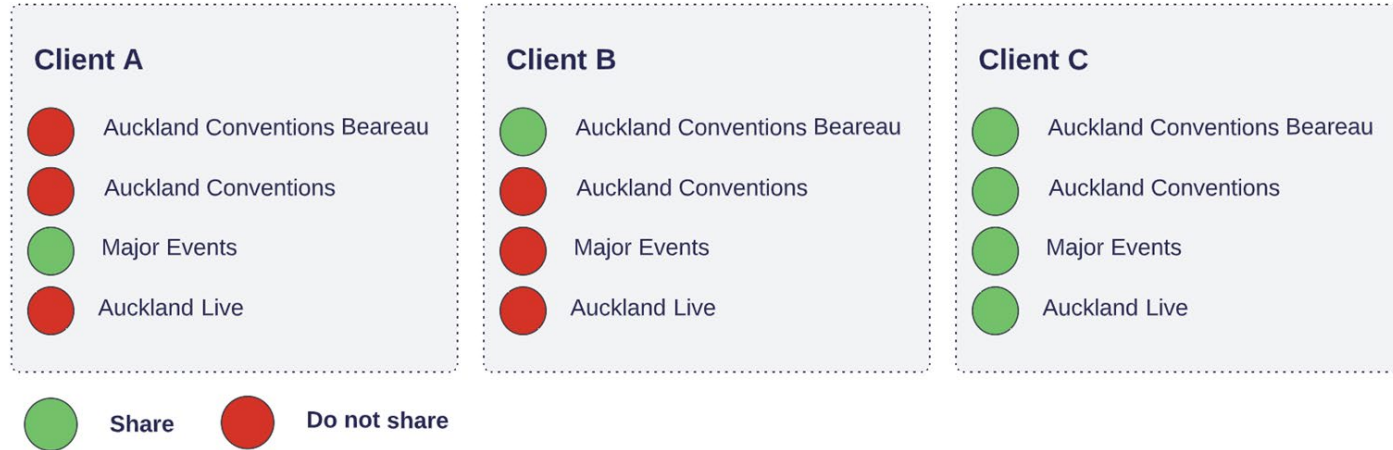
Location Tag	Local
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Org	Type	Relationship	Lifecycle
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	B2B	Donor	New
Zoo	B2C	Consumer	Inactive
Tech Tāmaki Makaurau	B2B	Consumer	Active
GRID AKL	B2B	Consumer	
Skills & Workforce	B2B	Consumer	
Climate Connect Aotorea	B2B	Partner	Prospect

## Data we will capture



## Data Governance: A private security model with sharing rules to lockdown or open up specific groups of data



- By keeping it private and opening the details allows the platform to open up the client records to business(es) (where needed )
- This will allow the platform to have a single client record with a view to open the client to certain businesses

# Sharing Customer Data Example – B2C

	Organisations	AAG	Zoo	Stadiums	NZMM	Live	Major Events	Skills & Workforce	Tech Tāmaki Makaurau	Partnership & Sector	Iconic Eats	Go with Tourism	Māori Visitor Economy	Create Auckland 2030	Screen Auckland
Person	Contact Details	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private
	TAU Relationship eg. Donor for AAG	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
Demographic	Location Tag	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
	Ethnicity Tag	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
	Disability Tag	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
	Gender	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
	Lifestage Category	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Explicit Interests	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Psychographic	Culture Segments	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Motivation/Outcome	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Behavioural	Category Affinity	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Customer Satisfaction	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
	Frequency/Recency	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
	Lifestage	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable
Customer Activity	E.g. Transactions	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private	Private
	Digital Engagement	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited	Limited
	E.g. Donations	Private	Private	Private	Private	Private	Private	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Membership	Membership Status	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable	Shareable

# Communications to be aligned to Customer Journeys improving effectiveness and customer experience

Awareness	Consideration	Purchase / Conversion	Experience / Engagement	Post Experience / Engagement	Retention	Advocacy
<b>Objective</b>						
Increase awareness of the org. Get the org brand front and centre in the customer's mind	Conversion. Get the customer to book, purchase or engage with the org	Ensure a positive and smooth purchasing experience	Ensure positive experience  Spend at event  Data capturing	Upsell/ Cross-sell  Learn about customer	Keep them coming back. Keep the customer in the loop	Get customers to advocate
<b>Key Messaging / Tactics</b>						
<u>Marketing:</u> - BAU  <u>Value Streams:</u> Brand awareness  <u>Personalisation</u> Low:	<u>Marketing:</u> - Tactical, BAU, Journey  <u>Value Streams:</u> Product Features Savings/Value  <u>Personalisation:</u> Medium	<u>Transactional</u> - Purchase, Join, Enquiry  <u>Personalisation:</u> Medium	<u>Marketing:</u> - Journey  <u>Experience</u> - Progressive profiling	<u>Marketing:</u> - Journey  <u>Experience</u> Customer feedback, progressive profiling	<u>Marketing:</u> - Journey, Loyalty, BAU  <u>Experience</u> Customer feedback, progressive profiling  <u>Personalisation:</u> High	<u>Marketing:</u> - Journey, Loyalty, BAU, Tactical  <u>Experience</u> - Testimonials  <u>Personalisation:</u> High
<b>Channels</b>						
- Google Ads - Social Media - Print Media - Commercial partners	- Email - Web - SMS - Phone	- Email - Web - SMS - Phone	- Onsite - Web	Surveys Web Email Phone	- Email - Web - SMS - Phone	- Email - Web - SMS

## What is a Contact Framework?



A **decision framework** that determines the most effective way to communicate with customers

It takes into account **User Preferences** and **Communications Priority** to deliver cross-channel customer experiences, and **avoid conflicting messaging**

### Why a contact framework?

- Better customer experience
- Improve performance of Marketing
- Increased efficiency by streamlining communications with customers

# Contact Framework

1. **Content-** Categorisation and stocktake of all types of messages a customer could receive

2. **Strategy** The foundation layer to determine when customers should be contacted, what channels and what messages they get. Most brands will use a combination of rules

## Customer Defined

Giving customers the choice of frequency, channel and the type of content they want

### Preference Centre

A page on a website that allows customers to customise experience:

- Frequency
- Channel
- Content

### Progressive Profiling

Enables personalisation and driven by Explicit Declared data

## Business Defined

Set business governance rules. These might be defined by CX principals or to drive efficiency

### Business Priority

- Messaging Priority Levels
- Competing Messaging Rules

### Efficiency

- **Cost to send:** Many Platforms will have usage costs
- **Cost to deliver:** Understanding the effort from your people to create and delivery the messages

## Lifecycle

Rules to optimise experience at different stages of the customer lifecycle.

## Engagement

Rules based on inferred data, e.g if customer is unengaged on certain channels.

## Channels

Which channels framework will extend to. E.g Email, Sms, App, Web, Direct, Paid, Social, Customer Service, Stores, Sales

## Contact Framework | Example Business Messaging Priorities



### Priority 1 Code Red & Business Critical

- Highest priority send
- No suppressions of customers
- Not counted against framework



### Priority 2 Transactional / Service

- Critical CRM comms (eg. enquiry information)
- Fulfilling customer experience promise
- Part of a customer lifecycle journey.



### Priority 3 Marketing Tactical

- Trade or reward (i.e. short term promotion)
- Deployed at peak times
- Go out after P2 CRM



### Priority 4 Marketing Journeys

- Journeys for content streams
- Go out after P3 CRM



### Priority 5 Marketing BAU or Experience

- Ad Hoc campaigns that are lowest priority
- Surveys, Feedback forms
- Progressive profiling campaigns

By giving messages priority levels we can then add business rules to ensure critical messages are reaching customer at right time.

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## Once implemented and an Operating Model chosen CRM requires ongoing support as BAU



### Customer Data Integrity

- Ensuring data is up-to-date
- Ensuring data is accurately archived and purged
- Ensuring data governance



### CX, Marketing & Communications

- Ensures customers are not inundated with similar messages and comms fatigue is avoided
- Has a 360 view of the key customer groups across the organisations
- Owns the customer feedback/complaint reports etc.
- Ensures the Contact Framework is adhered to



### Internal Visibility & Communication

- Organisations and rūpū are regularly sharing reports, customer opportunities, projects in the pipeline etc.
- Organisations and rūpū are aware of each other's comms strategies, and how often customers are receiving what comms

## Centre Of Excellence | Operating Model 1: Dedicated team of 'do-ers'

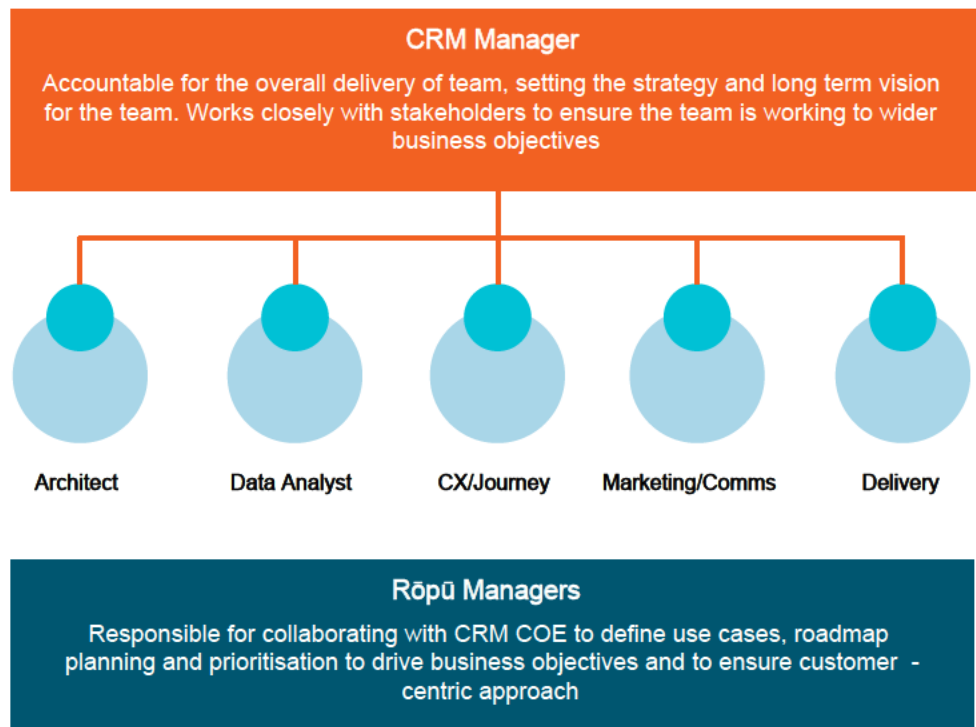
One individual leads a dedicated, cross-functional team of SMEs that coordinates to deliver the programme objective

### Benefits


- Receives consistent focus through full-time ownership
- Better collaboration and application of internal expertise
- Accelerated rate of deployment, effectiveness

### Challenges

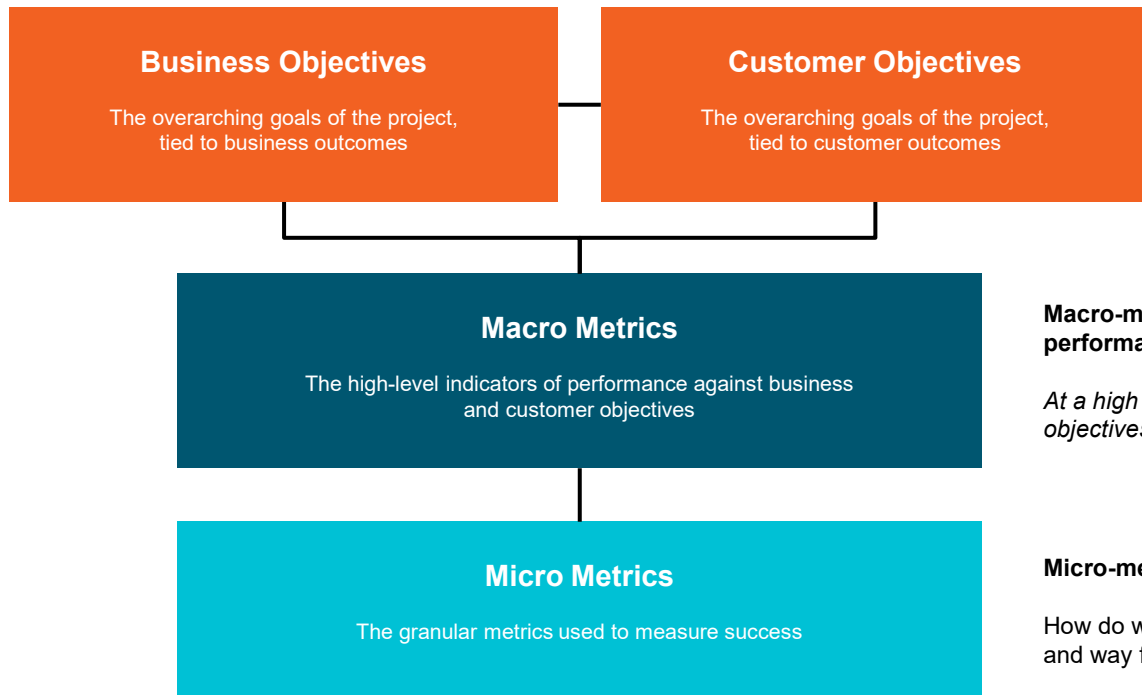
- Can be expensive and timely to implement
- Easy to operate in a silo
- Need to define how the resource work with BAU teams
- Harder to keep BAU teams across initiatives



## How We Get There

	Now	Next	After
Tech	<ul style="list-style-type: none"> <li>•  <ul style="list-style-type: none"> <li>◦ Detailed Requirements</li> <li>◦ Platform solution design &amp; Architecture</li> <li>◦ Data model solution design</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Platform Implementation</li> <li>• Solution for Contact Framework</li> <li>• Solution for Segmentation model</li> </ul>	<ul style="list-style-type: none"> <li>• Go live platform</li> <li>• Segmentation model build</li> <li>• Contact Framework Build</li> </ul>
People	<ul style="list-style-type: none"> <li>• Platform Governance Framework defined</li> <li>• Data Governance plan</li> <li>• Change management plan</li> <li>• Project team assembled</li> <li>• New roles defined for CRM team</li> </ul>	<ul style="list-style-type: none"> <li>• Tailored training program defined</li> <li>• Release training</li> <li>• Way-of-working training</li> </ul>	<ul style="list-style-type: none"> <li>• Stand up BAU teams</li> <li>• Training roll out and User adoption</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>• Implementation goals and KPI setting</li> <li>• Use case definition</li> <li>• Functional and technical use case stories</li> <li>• Customer journey mapping and playbook</li> </ul>	<ul style="list-style-type: none"> <li>• Content playbook and strategy</li> <li>• Contact Framework requirements</li> <li>• Content Taxonomy requirements</li> <li>• Use Case Design</li> </ul>	<ul style="list-style-type: none"> <li>• Optimisation Plan</li> <li>• Personalisation framework</li> <li>• 1:1 Personalisation plan across channel</li> </ul>

# Success Measurement – KPI Setting Framework



## Objectives must be SMART:

Specific, Measurable, Achievable, Relevant and Timely

## Macro-metrics selected should be useful for performance diagnostics

*At a high level, is the project delivering to its objectives?*

## Micro-metrics must support ongoing

How do we optimize towards top performing elements, and way from poor-performers?

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## Customer Strategy Summary

This customer strategy provides a framework for;

- Moving from many ways of managing customers to one way for all of TAU
- Moving from many ways of categorising customers to one way for all of TAU
- How TAU will manage customer data sharing and security
- How TAU will contact customers to ensure the right content in the right channels without conflicting messages or message fatigue
- A high-level roadmap of key milestones and deliverables for customer strategy and CRM implementation
- A KPI setting framework. KPIs to be implemented at an enterprise and business unit level
- Options for operating models to support the Customer Strategy and CRM / eDM ongoing

With these things in place we are on our way to a more data driven, customer-centric way of operating and achieving our customer and business objectives.

# Ngā mihi

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## Centre Of Excellence | Operating Model 2: Tribal Council with Facilitators

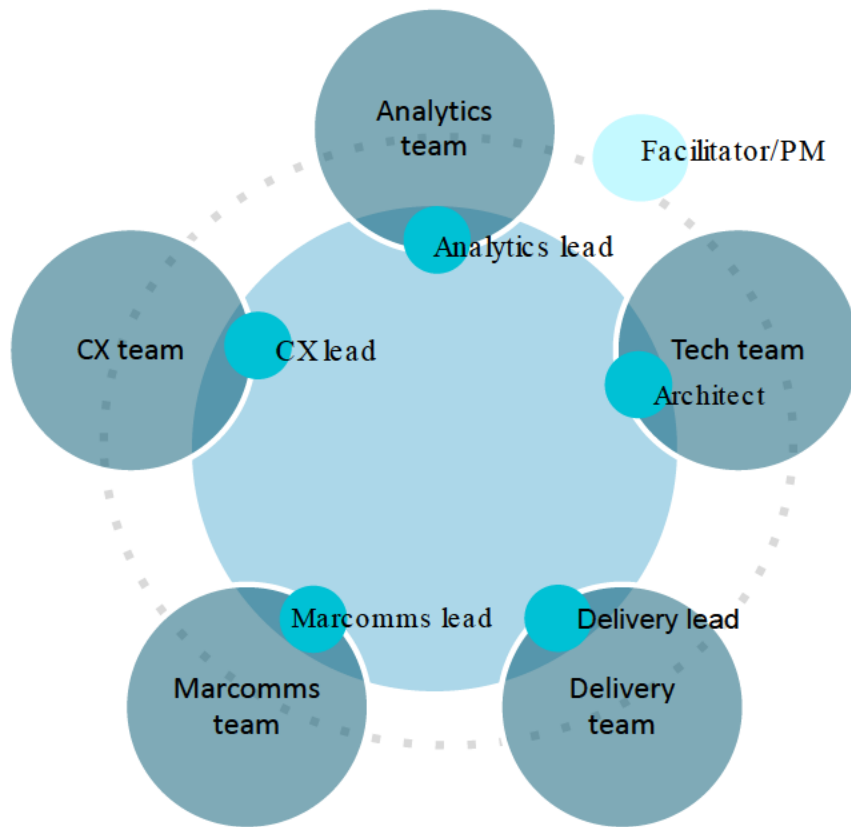
A cross-functional team guided by a facilitator

### Benefits

- Programme receives consistent focus from full time facilitator
- Greater buy-in from team leads due to shared accountability
- Equal representation
- Scalable if resources are large enough for separate practice teams

### Challenges

- No execution capabilities – need to coordinate with BAU priorities
- No clear lead which can slow down approval and direction to keep BAU teams across initiatives



## Centre Of Excellence | Operating Model 3: Designated Driver with Passengers

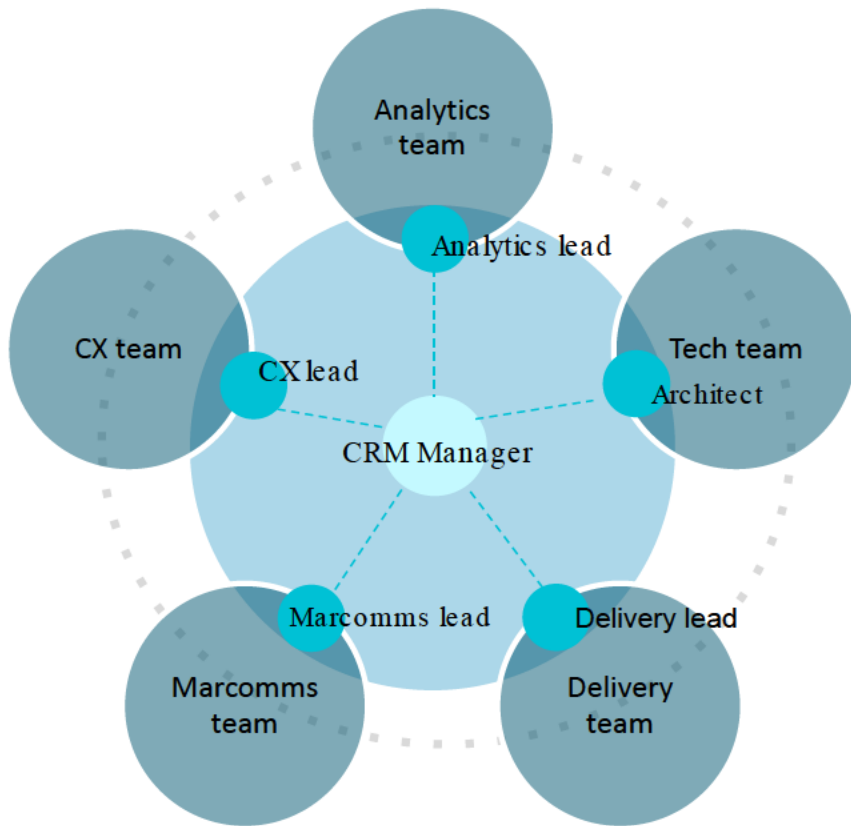
One individual takes responsibility for customer and collaborates with team leads across the business to deliver programme objectives

### Benefits

- Programme receives consistent focus through full-time ownership
- Better collaboration and application of internal expertise
- Unified delivery of vision with all key teams represented

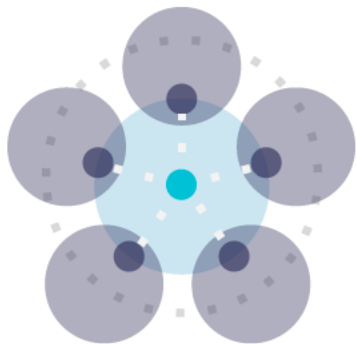
### Challenges

- No execution capabilities – need to coordinate with BAU priorities
- Can be a challenge to get investment from team leads if they lack accountability



## Operating Model | Centre of Excellence, potential to scale

As TAU Digital expands, teams can be broken out by practice, but continue to be mixed capabilities for squads to complete pipeline. Squads can be broken in 3 different ways:

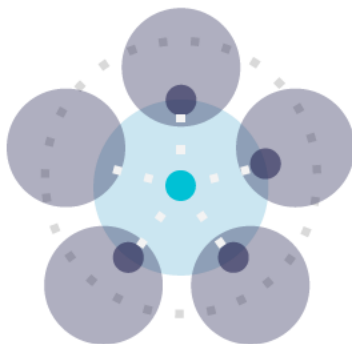


### rōpū

Squad per rōpū

**Pro:** Team become experts in their rōpū, Close point of contact with rōpū

**Con:** Could lead to different approach per rōpū. Customers who sit in multiple types could have overlapping experience

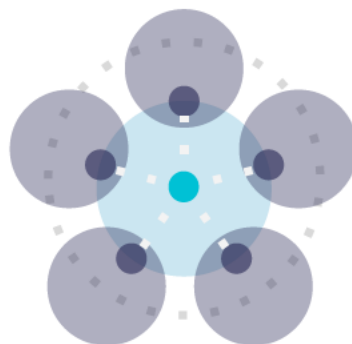


### Customer

Squad per customer type: B2C, B2B and B2G

**Pro:** Shared learnings across rōpū's

**Con:** Will have more stakeholders as dealing with all rōpū's. Customers who sit in multiple types could have overlapping experience



### Lifecycle

Squad's focused on key journeys of the customer lifecycle e.g. Awareness, Engagement and retention

**Pro:** Customer centric, easy to scale journeys across rōpū's and types, centralised data

**Con:** Will have more stakeholders as dealing with all rōpū

## Teams by Practice

As the capabilities grow to have multiple of resources, teams can be split by practice. Resources will continue to work in squads, but they will report into practice related teams, this is to ensure:

- Consistent ways of working
- Consistent documentation
- Consistent training
- Peer review and learning
- Shared knowledge across squads