

Board Meeting Agenda (Public)



9.00 a.m. Wednesday 26 October 2022

Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
Welcome of Public to the Meeting					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C		
CE REPORT AND PERFORMANCE REPORTING					
3	Statement of Intent Performance for Year Ended 30 June 2022, Nick Hill	To Approve	T & C	9.05 a.m.	1 hour 15 mins
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ¹ 3. Health and Safety Report (RC) ¹ 4. Capital Programme (RC) ¹ 5. Project Synergy Update (RC) ¹	To Note	T & C		
Exclusion of Public from the Meeting and Break				10.20 a.m.	10 mins
SIGNIFICANT STRATEGIC MATTERS					
5	TAU Capital Programme Presentation, Paul Tyler	To Discuss	T & C	10.30 a.m.	2 hours
6	██████████ Charter, Helen Te Hira ² S7(2)(i) LGOIMA 1987	To Approve	T & C		
7	Southern Corridor Future Economy Update, Pam Ford ²	To Discuss	C		
8	Major Events Strategy Update, Richard Clarke ³	To Discuss	C		
Lunch				12.30 p.m.	30 mins
PROCEDURAL					
9	Confidential and Public Minutes 31 August 2022 and Action Tracker, Tim Kingsley-Smith	To Approve	T & C	1.00 p.m.	5 mins

¹ S7(2)(f)(i) LGOIMA 1987

² S7(2)(f)(i),(i) LGOIMA 1987

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda (Public)

Item	Subject	Action	Trust/Co.	Start Time	Duration
OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
10	Q1 Performance Report, Nick Hill and Justine White ⁴	To Approve	T & C	1.05 a.m.	1 hour 15 mins
11	Q1 Risk Report to Council, Darroch Todd ⁴	To Approve	T & C		
12	Remuneration Committee Charter, Lynn Johnson and Tim Kingsley-Smith ⁴	To Approve	T & C		
13	Board and CE Time and Board Only Time, Nick Hill	To Discuss	T & C		
	Close of Meeting			2.20 p.m.	
Break				2.20 p.m.	10 mins
MĀORI COMPETENCY TRAINING					
14	Māori Competency Training, Dr Jim Mather - Mather Solutions and Helen te Hira	Training	T & C	2.30 p.m.	2 hours

⁴ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda (Public)



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
Mark Franklin	Chair	<ul style="list-style-type: none"> Precinct Management Limited (Director) Te Kuha General Partner Limited (Director) Aquaclear Dewatering Technology Limited (Director) Rangitira Developments Limited (Director) Stevenson Holdings Limited (Director) Stevenson South Island Limited (Director) Stevenson Group Limited (Director) Drury South Limited (Director) Stevenson Agriculture Limited (Director) Auckland Regional Chamber of Commerce & Industry Limited (Director) Lochinver Station Limited (Director) Oteha Valley Investments Limited (Director) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director) Allied Farmers Limited (Chair/Director) 		
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Cricket 2021 Limited (Director) Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Aktive – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) NZ Film Commission (Chair) (from 1 Oct 2022) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 30 Madden Body Corporate (Chair) 		<ul style="list-style-type: none"> Following the voluntary liquidation and dissolution of the Auckland Showgrounds (comprising the EMA and A & P Society) Cornwall Park has appointed a new 12-month operator pending a review of the best use of the site and assets. The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.

Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder) Microgem International Plc (Shareholder) 		
Hinurewa te Hau (Hinū)	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Matariki Cultural Foundation (Trustee) Matariki Global Holdings Limited (Director) Taamaki Records Limited (Director) Otamatea Pioneer & Kauri Museum Board (Trustee) Q Theatre Limited (Trustee) TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> General Manager Creative Northland Advisor Te Hua o te Kāwhiri Trust Advisor Manea Footprints of Kūpe Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	<ul style="list-style-type: none"> On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU
Fabian Partigiani	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Partigiani Consulting Limited (Director) 3B&P Family Trust (Trustee) Smartfood Limited (Chairman) 	<ul style="list-style-type: none"> Consultant to Private Equity companies Consultant to individual businesses on business strategy, M&A and operational improvements Red Shield Security Limited (CEO) 	<ul style="list-style-type: none"> RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport.
Jen Rolfe	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare. Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Auckland Unlimited consultant). Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	<ul style="list-style-type: none"> Tahu Hikuroa Foundation (Chair) New Zealand Māori Tourism Society (Deputy Chair) School of Indigenous Studies Limited (Director) Whanau Mārama Parenting Limited (Director) Korowai Hikuroa Consulting Limited (Director and Shareholder) 		

		<ul style="list-style-type: none"> • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Ngā Whaotapu (Trustee) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Stanmore Bay Primary School (Trustee) • Indigenous Growth Limited (Advisory Board Chair) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Board member) • Ronald McDonald House (Board member) • Tourism Innovation Hub Development Advisory Group (Member) 		
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Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-22	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Draft 2022 -2025 SOI Financial reporting for the year ended 30 June 2022 Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (27 July) 	<ul style="list-style-type: none"> Risk Committee – 25 July Destination Committee – 27 July Board Meeting – 27 July
Aug-22	<ul style="list-style-type: none"> Q4 Performance Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Auckland Art Gallery Toi o Tāmaki Joint Board and Auckland Art Gallery Advisory Committee Meeting (31 August) Strategic Plan and Project Synergy 	<ul style="list-style-type: none"> Capital Projects Committee – 23 August Board Meeting – 31 August
Sep-22	<ul style="list-style-type: none"> TAU Trust Annual Report 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – 12 Sep (Annual Report) Destination Committee – 21 Sep Board Meeting – 28 Sep
Oct-22	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2022 Q1 Performance Report Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Māori Competency Board Training 	<ul style="list-style-type: none"> Risk Committee – 17 Oct Board Meeting – 26 Oct
Nov-22	<ul style="list-style-type: none"> TAUL Annual Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (30 November) 	<ul style="list-style-type: none"> Capital Projects Committee – 22 Nov Destination Committee – 30 Nov Board Meeting – 30 Nov
Dec-22		<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> No Board Meeting

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-23		<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Destination Committee – Jan Board Meeting – Jan
Feb-23	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2022 Q2 Performance Report Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Board Evaluation 	<ul style="list-style-type: none"> Board Strategy Day – Feb 	<ul style="list-style-type: none"> Risk Committee (½Y Acts) – Feb Board Meeting (½Y Acts.) – Feb Board Meeting – Feb
Mar-23	<ul style="list-style-type: none"> Annual Plan FY23/24 Draft 2023 -2026 Statement of Intent 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Capital Projects Committee – March Destination Committee – March Board Meeting – March
Apr-23	<ul style="list-style-type: none"> Q3 Performance Report Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Annual insurance renewal Auditor engagement and fees FY23-25 		<ul style="list-style-type: none"> Risk Committee – April Board Meeting – April
May-23	<ul style="list-style-type: none"> Council CCO Oversight Committee visit to Auckland Unlimited (1 of 2) – May 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Destination Committee – May Board Meeting – May
Jun-23	<ul style="list-style-type: none"> Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Capital Projects Committee – June Board Meeting – June



Tātaki Auckland Unlimited 2021-22 in Review

For the year ending 30 June 2022

Tātaki Auckland Unlimited Annual Highlights

- **Activate Tāmaki Makaurau:** \$60m business support package - over 12,000 approvals processed
- **Reactive Tāmaki Makaurau:** \$25.5m government funded package – almost 106,000 vouchers distributed and nearly 440,000 bookings made
- **Over 750,000 ticketed attendees** at TAU venues
- **Auckland Zoo:** Southeast Asia Jungle Track opened
- **Auckland Art Gallery:** *Mary Quant* and *Gilbert & George* exhibitions
- **Stadiums:** Sold out events - NZ Warriors and Kiwis v Tonga league match
- **Events:** *Elemental AKL*, *Taste of Pasifika* and *Girl from the North Country*
- Estimated **\$30.2m GDP** and **140,000+ visitor nights** contribution from major and business events portfolio
- **Auckland's Future, Now:** Addressing a sustainable future for Aucklanders
- **Over 1,000 Māori businesses** through a TAU programme or initiative
- **The Pacific Skills Shift Initiative** : 408 micro-credentials delivered
- **Auckland Film Studios:** Major \$35m expansion well underway
- **FIFA Women's World Cup 2023:** Preparations well underway and line-up for Auckland's matches confirmed

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Tātaki Auckland Unlimited Year end financial performance*

The favourable variance is due to changes in the timing of planned expenditure in response to the COVID-19 driven adverse revenue results and uncertainties regarding future revenues.

Direct expenditure is adverse due to unbudgeted Activate and Reactivate Tamaki Makaurau expenditure.

The capital programme is below budget due to COVID-19 related delays.

	Year end Actual (\$m)	Year end Budget (\$m)	Actual vs Budget (\$m)
Capital delivery	42.8	56.7	13.9 
Direct revenue	118.7	89.6	29.1 
Direct expenditure	231.3	203.0	(28.3) 
Net direct expenditure	112.6	113.4	0.7 

* Year-end results are un-audited at the time of the presentation

Tātaki Auckland Unlimited KPI Performance Summary*

Across 11 KPIs

- 6 have been met
- 5 have not been met, but
 - one substantially achieved
 - one substantially improved
- 11,976 businesses supported (1,080 Māori businesses)
- NPS of Trust audiences +54 against a target of +20
- 101 programmes contributing to visibility and presence of Māori
- \$197m attributable investment attracted
- \$30.2m contribution to regional GDP from major and business event portfolio

Five KPIs not met, mostly as a result of COVID -19

- Cancelled or postponed events as a result of Auckland lockdowns and associated restrictions
- Reduced visitation as a result of 3 months at Level 3 lockdown and further post-lockdown restrictions



* KPIs results are unaudited at the time of the presentation

Key Performance Indicators*

Key performance indicators	Annual result (2020/21)	Annual result (2021/22)	Annual target (2021/22)	Status
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events	New measure	751,857	1.44m	Not achieved
Percentage of Auckland residents surveyed who consider that Auckland Unlimited Trust's programmes, events and exhibitions enrich their lives	75.2%	73%	70%	Achieved
The net promoter score for TAU's audiences and participants	53	54	20	Achieved
Number of businesses that have been through a TAU programme or benefited from a TAU intervention	7,357	11,976	3,000	Achieved
Number of Māori businesses that have been through an TAU programme or benefitted from a TAU intervention	665	1,080	150	Achieved
The percentage of operating expenses funded through non-rates revenues	50%	33%	44%	Not achieved
Attributable value of private sector investment secured over the year	\$438.7m	\$197m	\$200m	Substantially achieved
The contribution to regional GDP from major events and business events attracted or supported	\$14.3m	\$30.2m	\$34.0m	Not achieved but progress made
Carbon emission reductions (year-on-year % change	-10.8%	+4.9%	0%	Not achieved
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau	127	101	20	Achieved
Percentage of customer complaints resolved within 10 working days	New measure	Policy and process in place	Develop policy, process and benchmark	Achieved

* KPIs results are unaudited at the time of the presentation

Tātaki Auckland Unlimited Annual Reports

The final Tātaki Auckland Unlimited Trust Annual Report for the period ending 30 June 2022 has been published and is available on the Tātaki Auckland Unlimited website here:

<https://aucklandunlimited.com/au-l-annual-reports>

The final Tātaki Auckland Unlimited Limited Annual Report for the period ending 30 June 2022 will also be available on the Tātaki Auckland Unlimited website shortly.



Ngā mihi

Tātaki
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Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 26 October 2022

1. Introduction

The key areas of focus this month continues to be rebuilding attendances and visitation against a background of COVID and city centre safety cautiousness, resourcing challenges with illness, disrupted event calendars and increasing costs.

The government removed all Covid restrictions as of 13 September. This is a positive signal to our international markets and local businesses.

[REDACTED]

[REDACTED]

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

2. Strategic Priorities

Project/Priority	Update	Next Steps	Status
Implementation of Te Mahere Aronga : Our Māori Outcomes Plan	<p>New partnership agreements scoped in support of Te Mahere Aronga strategic objectives.</p> <p>Annual review of the plan underway, with focus on further development of delivery framework taking account of learning during year 1 of the plan.</p> <p>Event planning and relationship management continues on behalf of Council whānau for Te Matatini and Te Herenga Waka Festival reset.</p>	<p>Results of Te Mahere Aronga annual review shared with ELT in November/December.</p> <p>Te Matatini regional promotion campaign kicks off late 2022. Focus on creating a positive vibe and manaaki in Tāmaki, and highlighting council whānau events and activations associated with Te Matatini.</p>	
Single Operator Stadiums Auckland (SOSA): Responding to CCO Review recommendation.	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Discussions extended to include City Centre Steering Group and alignment of existing work and future vision with overall city centre programme of work.	Review budget requirements for completion of Creative Quarter masterplan and opportunity for inclusion within wider City Centre masterplan.	
Auckland Film Studio: Sale of AFS and reinvestment of proceeds. S7(2)(f)(i),(h),(i) LGOIMA 1987	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
APTR Funding Gap: Future funding for regional visitor economy work including major events.	<p>Project team is working with external consultants to establish parameters of involvement and scope of the future funding project.</p> <p>A short-term tourism marketing and a tourism trade programme have been proposed to industry with a call for industry to contribute funds.</p>	<p>First stage is underway, investigating best practice models from around the world and identifying a best fit for Auckland including potential to restructure existing APTR mechanism to reflect broader industry benefit. Industry workshop scheduled for 2 November.</p> <p>Encourage the industry to contribute to the short-term tourism funds and plan activity for 2023 with the expected fund.</p>	
Climate Connect Aotearoa: Climate innovation hub focused on pathways towards de-carbonising and building resiliency for Auckland's economy.	<p>Full CCA team is in place, with recent addition of Senior Māori Advisor and a co-funded Energy Innovation Manager, in partnership with Ara Ake to develop & execute the energy challenge</p> <p>Website went live on 06 October 2022, with Soft Launch on 20 October 2022, marking the official 'public' launch and shift towards action.</p>	<p>Continuous development on the Website Knowledge Hub, in collaboration with partners, including AUT and UOA</p> <p>Industry climate challenge identification questionnaire to be sent</p> <p>The Energy Innovation Manager is working on identification of energy challenge in collaboration with key stakeholders to prepare for kick off design sprint in December.</p>	
Digital Auckland: A new digital content, engagement and transactional platform supporting great online experiences for Aucklanders and visitors across the region.	<p>The reporting dashboard is set up. Designs are in market for user testing.</p> <p>Content audit and production plan in development.</p> <p>Reviewing tone of voice guidelines.</p>	<p>Confirm final design.</p> <p>Begin content creation.</p> <p>Handover from Design agency to Build agency in early November.</p> <p>Deliver user stories to AKQA to finalise requirements.</p>	

	<p>Project team are working with Auckland Council IT to set up server environments.</p> <p>AKQA (build partner) are gathering build requirements.</p>		
<p>City-wide Events Calendar: Single events calendar across TAU, council and regional events.</p>	<p>Current project phase moving from manual to automated model for TAU consolidated event calendar.</p>	<p>Industry engagement re requirements for internal facing industry calendar (i.e. non public facing) and alignment/integration of existing event booking platforms in automated process.</p>	
<p>Project Synergy: Improving the end-to-end venue and event management value chain.</p>	<p>Reduced cost of Synergy by \$1million – total expected cost now \$4.9m.</p> <p>Programme agreed to be delivered in 3 phases. Phase 1 has been approved and work has commenced and includes:</p> <ol style="list-style-type: none"> 1. Review of operating model for venue & events –completion 31 Jan 23 2. Commercial Revenue Strategy – completion 28 April 23 3. Food & Beverage Strategy – completion 28 Feb 23 4. CRM – completion 28 Feb 24 5. City Wide Calendar – completion 30 June 23 6. Marketing and Communications – completion 31 Jan 23 7. Confirmation of the benefits and efficiencies for the full programme – 15 Dec 22 <p>(see appendix for plan)</p> <p>Resourcing budget approved and recruitment for Project Manager, Business Analyst, Change Manager and Communications Manager will complete this week and recruitment to support Transformation Leads underway.</p> <p>Synergy Steering Committee operating.</p>	<p>Complete discovery and planning phase 1 projects pre-Christmas to seize opportunities, benefits, and implementation plan from January 2023.</p> <p>On board additional resources in next month to accelerate delivery.</p> <p>Gain approval to commence discovery and planning of Phase 2 projects.</p>	

3. Implementing our Strategic Plan

Experiences and Events					
Purpose: Inspirational experiences and events drive and enhance Tāmaki Makaurau's unique narrative, vibrancy and prosperity					
Strategic projects		Progress			Status
Major Events Strategy		<ul style="list-style-type: none"> Development of Priority Framework for individual event investment and identification of impact of future funding restrictions. Positive engagement with MBIE and private sector re strategic event investment aligned to revised Major Events vision. Product/Event development and planning underway for Anchor events, including Ocean Auckland Festival, New Years, World Street Dance and Elemental. Diwali festival returned to Aotea Square/Queen Street – over 100k attendees. 35k attended Match Day 1 of Rugby World Cup. 			
FIFA Women's World Cup 2023		<ul style="list-style-type: none"> Focus has been on the Draw event taking place on 22 October 2022, at the Aotea Centre and surrounding activity. Please refer to separate report in the Board Resource Centre for further details. 			
KPIs	Actual YTD	Budget /Target YTD	Variance	Comment	Status
Net Promoter Score (Auckland Live)	44.8	40	+4.8		
Number of Events	305	261	+44	Short lead events for conventions business have resulted in key increase. This has increased pressure on workforce to due casual availability	
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ALAC Attendance	221,210	346,802	-125,592	Attendance improves this month as audiences grow in confidence to attend, however volume of inventory in market at high ticket pricing remains a key barrier to reaching targets.	

Cultural Orgs Ticketed Attendance	Actual to end Sept	Target to end Sept	Variance	Comment	
Art Gallery	9,516	13,021	-3,505	Data is ticketed attendance as per SOI KPI measure	
NZMM	14,521	19,487	-4,966		
Stadiums	107,251	56,488	50,763		
Zoo	179,562	164,710	14,852		
Total	310,850	253,707	57,143		

Taonga and Places	
Purpose: Tāmaki Makaurau's Taonga & Places are cared for, utilised and enriched for the benefit of current and future generations	

Strategic projects	Progress	Status
Capital works programme	See Capital Programme Report in Resource Centre	
SOSA	See Above	
Western Springs	See Above	
Aotea Creative Precinct	See Above	

Future Economy

Purpose: Leveraging Tāmaki Makaurau's distinct economic advantages to create prosperity for current and future generations

Strategic priorities	Progress	Status
Tech Tāmaki Makaurau	<ul style="list-style-type: none"> Hosted cleantech trade mission to Singapore with six Auckland-based startups (Vertus Energy, Avertana, CarbonClick, Futurity, Mint Innovation, Vortex Power Systems) The Cleantech Asia Forum created valuable international connections leading to potential future investment. The cohort also visited EcoLab Centre of Innovation for Energy, JTC Cleantech Park, Enterprise Singapore and Plug & Play Singapore. Joined the Medtech iQ steering group, led by University of Auckland. This is for development of a medtech precinct in the central city. 	
Visitor Economy	<ul style="list-style-type: none"> Volunteers welcomed passengers on cruise ships on 16 and 18 October. Attendance at Education NZ roadshow in South Korea. Planning underway for an industry workshop on 2 November to review potential future funding models. Hosted two travel buyer famils (New York and California) in partnership with Air New Zealand and Queenstown. Judging for Iconic Eats finished 14 October, winners to be publicly announced in November. 	
Screen	<ul style="list-style-type: none"> 10 hui with iwi (mana whenua) have taken place re the Unitary Plan's resource requirement for filming on Sites and Places of Significance. Iwi continue to be supportive of a Plan Change, assuming mitigations in place. An ongoing relationship is welcomed. The Auckland Film Studios (AFS) build of two new studios is nearing completion with a tentative date for opening ceremony on 9 December. A milestone of 1,000 film permits over a 12 month period was marked, indicating that the industry is strong in Auckland at the moment. The Prime Minister, Min Sepuloni, Min Twyford and local MPs visited Kumeu Film Studios and AFS on 4 October; and the party (excl PM), also visited Studio West and Click Studios to experience the depth of the industry in west Auckland. 	

Brand and Reputation

Purpose: Tāmaki Makaurau's brand and reputation enhance the vibrancy and prosperity of the region

Strategic projects	Progress	Status
	<ul style="list-style-type: none"> 	

	■ [REDACTED]			
Destination marketing	<ul style="list-style-type: none"> The Frida Kahlo exhibition opened Friday 14 October. PR and marketing campaign has been rolling out with a dedicated issue of <i>Viva</i> and multiple TV crews covering the event. The campaign will execute across OOH, radio, digital, native, social, print. <p><i>Australia Marketing activity:</i></p> <ul style="list-style-type: none"> The 'Auckland is Calling' Australia tourism campaign has gone live and runs for 6 weeks (to 18 Nov). Air New Zealand partnership has been live since 3 October and runs to the end of November. Tourism New Zealand partnership went live on 10 October and runs for 4 weeks. <p><i>Domestic Marketing Activity:</i></p> <ul style="list-style-type: none"> 'Auckland is Calling' domestic tourism campaign went live on 27 September and runs through to mid-November. Over 700 nominations were received for the Iconic Auckland Eats. The 2022 list will launch in late November. 			
Auckland Brand Home visits	1133	1143	Predominantly creative agencies and kaimahi.	
Download of brand assets	1493	1725	Downloads predominantly by creative agencies and kaimahi. Increase in CCO activity.	
Media coverage mentioning TAU	99	198	Doubled media coverage this month. Cumulative potential reach of 9,668,091. 33 proactive/24 reactive media enquiries.	
Equivalent Advertising Value of TAU media coverage	\$ 967k	\$2.93m	Tripled our EAV with numerous positive announcements achieving high profile media coverage and strong publicity for key events and exhibitions including Diwali Festival, Cabaret Season, WRC and Supercars.	

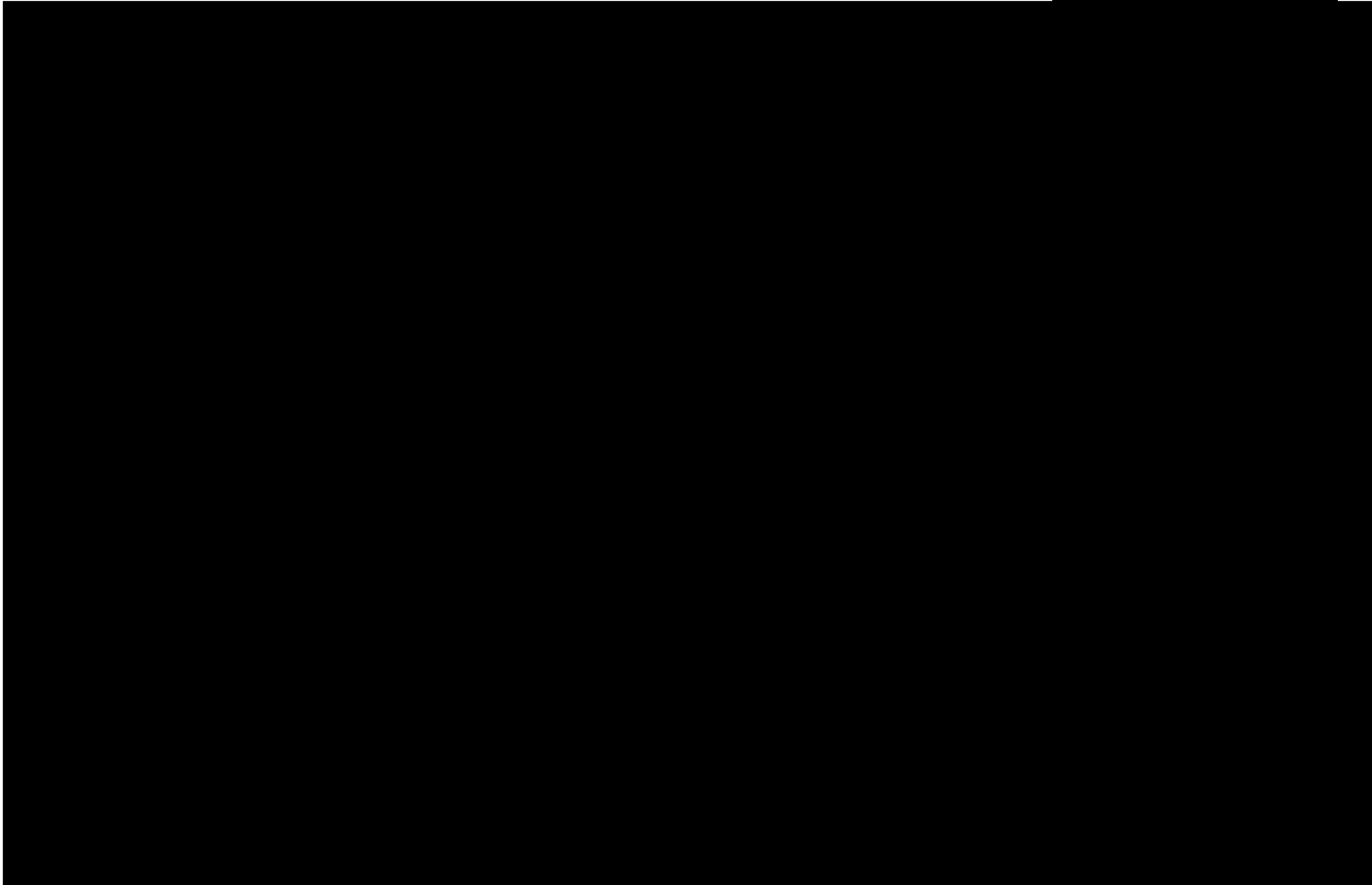
Organisation		
Purpose: TAU is a responsive and integrated organisation bound together by strongly held values		
Strategic projects	Progress	Status
Culture and Values	<ul style="list-style-type: none"> 20 Values Discovery workshops delivered (283 people spoken to in person. 66 people completed the Values Discovery survey). Have heard the voices of ~26% of the organisation Positive feedback from participants – 86% of respondents somewhat likely or likely to recommend a teammate attend a session. Values Day scheduled for 20 October to draft values principles for Management's review. 	
ICT Enhancement	<div>■ [REDACTED]</div> <div>■ [REDACTED]</div>	

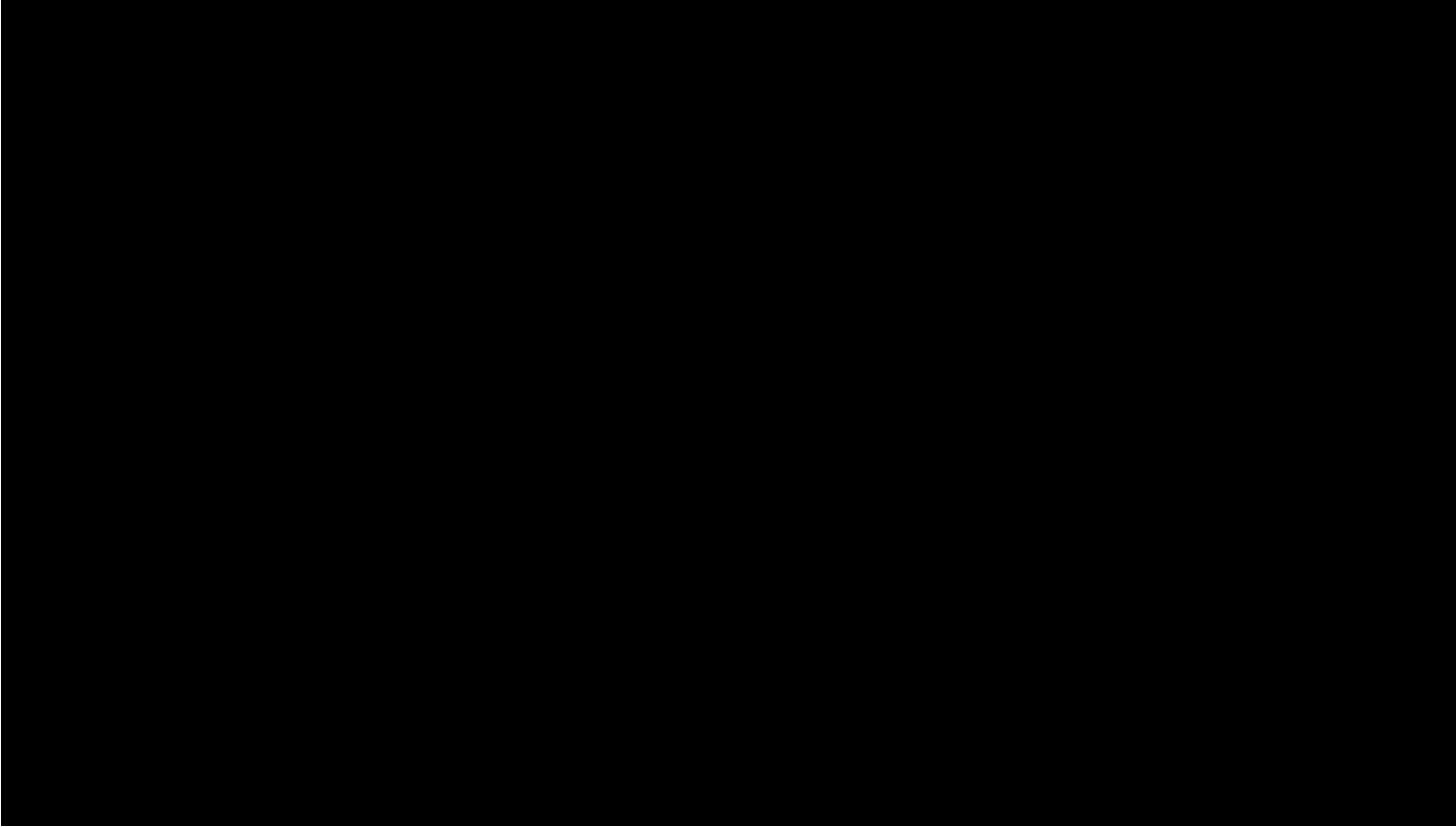
S7(2)(f)(i),(h),(i) LGOIMA 1987	[REDACTED]			[REDACTED]
	[REDACTED]			
	[REDACTED]			
	[REDACTED]			
	[REDACTED]			
Metrics	Sep	Oct	Comment	Status
Engagement (Officevibe)	7.3	7.7	56% participation, down from 57% last month.	[REDACTED]
	Actual	Target	Comment	Status
Cybersecurity posture	2.2	3.0	No cyber security breaches.	[REDACTED]

Social Enterprise				
Purpose: Generating a sustainable surplus to reinvest for social outcomes				
Strategic projects	Progress			Status
Commercial partnerships	<ul style="list-style-type: none"> Continuing to develop a fit for purpose partnership strategy that supports diversification of revenue streams, which can be flexibly applied across both public and private sectors. 			[REDACTED]
KPIs	Year to date	Annual Target	Comment	Status
% expenses through non-rates revenue (SOI measure)	46%	47%	Result to end of Q1	[REDACTED]

4. Resource Centre Reports

- [Financial Performance Report](#)
- [Current Operational Risks Report](#)
- [Capital Programme Report](#)
- [Project Synergy Report](#)





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

Tātaki Auckland Unlimited – Financials

For the period ending 30 September 2022

Consolidated Tātaki Auckland Unlimited Financials



Direct operating performance

(\$ million)	Notes	FY22	FY23 YTD			FY23
		Actual	Actual	Adjusted Budget	Variance	SOI
Net direct expenditure	A	109.5	28.5	29.2	0.7	124.7
Direct revenue	B	119.1	31.7	19.3	12.4	82.6
Fees & user charges		16.6	11.8	10.0	1.8	46.8
Operating grants and subsidies		79.3	11.6	2.9	8.7	10.1
Other direct revenue		23.2	8.3	6.4	1.9	25.7
Direct expenditure	C	228.6	60.2	48.5	(11.7)	207.4
Employee benefits		80.3	20.3	20.6	0.3	86.5
Grants, contributions & sponsorship		63.6	10.4	3.7	(6.7)	8.8
Other direct expenditure		84.7	29.5	24.2	(5.3)	112.0
Other key operating lines						
AC operating funding		110.9	28.9	29.2	0.7	125.0
AC capital funding	D	42.8	6.9	18.3	11.5	58
Working Capital Fund repayment		(0.2)	0.0	0.0	0.0	0.0
Capital Grants paid to RFA Partners		1.6	0.0	0.0	0.0	0.0
Capital Contributions		0.6	0.1	0.0	0.1	0.0
Donated Artworks		1.4	0.0	0.0	0.0	0.0
Net interest revenue (expense)		0.3	0.2	0.0	0.2	0.1



Financial Commentary

A: Net Direct Expenditure is broadly in-line with budget.

B: Direct Revenue is favourable due largely to unbudgeted Activate and Reactivate Tamaki Makaurau grant funding.

C: Direct expenditure is adverse due to unbudgeted Activate and Reactivate Tamaki Makaurau expenditure.

D: The capital programme is below budget as programmes ramp up now that the budget has been confirmed.

This table provides a management view of TAU's financial performance and may differ to the annual plan as originally submitted to Council due to accruals identified after the close off deadline, which need to be included to give Management the most accurate picture possible of TAU's financial performance.

Risks and issues:

The economic conditions for the year ahead remain a focal point, with revenue driven by the return of activity to Tātaki Auckland Unlimited's venues and an anticipated gradual return of international visitors being actively monitored.

Outlook:

Tātaki Auckland Unlimited expects to meet budget by year end.

BOARD MEETING (open)

HELD ON: Wednesday 31 August 2022 at 9.00 a.m.

AT: Auckland Art Gallery Boardroom, Auckland Art Gallery Toi o Tāmaki, Auckland

PRESENT:

Jennah Wootten	Deputy Chair (meeting Chair)
Carol Cheng	
Dan Walker	
Hinurewa te Hau	
Fabian Partigiani	
Jen Rolfe	

APOLOGIES:

Mark Franklin	Chair
Alastair Carruthers	

ATTENDED:

Cr. Richard Hills	Auckland Council
Cr. John Watson	Auckland Council
Sarah Johnson-Smith	CCO Governance
Jenny Solomon	Board Intern
Auckland Art Gallery Advisory Committee	Hon. Kitt Toogood, Dame Jenny Gibbs, Chris Swasbrook, Tom Irvine, Helen Clark, Andrew Grant
Executive Team	Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira Director Māori Outcomes, Vincent Lipanovich Acting Director Cultural Organisations, Mandy Kennedy Chief Digital Officer, Lynn Johnson Chief People Officer, Justine White Chief Financial & Corporate Services Officer, Shelley Watson Director Marketing & Communication, Mark Shepherd Director Change & Transformation,
James Parkinson	Director Auckland Stadiums
Malcolm Lawry	GM Commercial and Business Development
Georgina Cervin	Senior Project Manager
James Robinson	Head of Strategy and Planning
Parin Rafiei-Thompson	Head of Climate Innovation & Sustainability
Alex Norman	Climate Change & Sustainability Executive
Tim Kingsley-Smith	Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

The Chair opened the board meeting, a karakia was recited, and the Chair noted the apology of Mark Franklin and Alastair Carruthers.

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

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

3. CONFIDENTIAL AND PUBLIC MINUTES 27 JULY 2022 AND ACTION TRACKER

Subject to one amendment, the Board **approved** the 27 July 2022 Confidential Minutes as an accurate record of the meeting and **noted** the Action Tracker.

4. CE REPORT

Nick Hill spoke to the paper.

Organisation

- Management noted that Tātake Auckland Unlimited's (TAU) activities are expanding as Auckland and New Zealand continue to recover from the impact of COVID-19 and the events calendar gets seasonally busier. [REDACTED]

Auckland City Centre

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

- Management updated the Board on its work with the Eke Panuku-led group focussed on improving the safety and vibrancy of the Auckland city centre. The work is becoming more important as businesses and visitors continue to return. TAU has a significant role to play, being both a substantial property owner and operator in the central city and being responsible for activations and events to make the central city more vibrant.

FIFA Women's World Cup

- Management updated the Board on preparations for the FIFA Women's World Cup. The tournament draw is scheduled for 22 October at Te Pokapū Aotea Centre, and it will be an event in its own right with a high-level of international interest. Roughly 1,000 visitors are expected for the draw and related FIFA events taking place at the same time.
- Management updated the Board on the preparations of grounds and stadiums for the FIFA Women's World Cup. [REDACTED] The Board noted that the TAU team and governance structure are working well and encouraged Management to keep up the good work. S7(2)(f)(i),(h),(i) LGOIMA 1987
- Management agreed that, given the size and importance of the event, it will provide specific regular monthly reporting on the FIFA Women's World Cup to the Board (based on the existing reports to the event steering committee) as it has done with other recent large projects. (ACTION POINT)
- The Board requested that Management schedule an in-depth event update early in the new year to recap the event framework, review the top risks and risk scenarios, and to review marketing and leverage opportunities. (ACTION POINT)

ICT Enhancement Programme

- Management updated the Board on its work with Council on the TAU ICT structure and shared services model. [REDACTED]

- [REDACTED]

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

- The Board requested that Management provide an update on the Digital Auckland Project to the Board. (ACTION POINT)

Major Events Funding

- Management updated the Board on TAU's major events pipeline and noted that a significant number of regular and popular events will not be able to be funded by TAU beyond the current year due to the removal of the APTR and significant fiscal constraints facing TAU.
- Management noted that the team is working hard on developing a voluntary destination marketing fund for the upcoming summer. Bolder thinking regarding funding options is also underway, together with the Destination Committee, to inform TAU's future approach.

The Board **noted** the CE Report.

Cr Watson, Cr Hills and the ELT left the meeting. Justine White and James Parkinson joined the meeting.

11. CAPITAL PROGRAMME: BUSINESS CASE APPROVALS

Justine White spoke to the paper.

- The Chair of the Capital Projects Committee (**CPC**) summarised the recent CPC meeting and noted that the Committee resolved to recommend that the Board approves the three business cases before it. At the same meeting, the CPC requested that Management prepare a presentation to the Board on how TAU's capital programme fits together. The presentation will include the Master Plan, the Long Term Plan, budgets, and how each of these flows through to the asset and project management plans.
- The Board and Management discussed the Mt Smart capital programme over the next three years and its sequencing. The Board requested that Management also covers the specific risks to the stadium's capital programme as part of the capital programme presentation to the Board. (**ACTION POINT – AMENDED**)

The Board:

1. **Approved** the Mt Smart athletics track renewal business case;
2. **Approved** the Mt Smart East Stand seat renewal business case; and
3. **Approved** the Auckland Art Gallery Decarbonisation project business case.

James Parkinson left the meeting. Malcolm Lawry and Georgina Cervin joined the meeting.

5. SINGLE OPERATOR STADIUMS AUCKLAND PROJECT

Malcolm Lawry updated the Board on the single operator stadiums Auckland project.

The Board **noted** the update.

Malcolm Lawry and Georgina Cervin left the meeting. Mark Shepherd and James Robinson joined the meeting

6. STRATEGIC PLAN AND TRANSFORMATION PROJECT UPDATE

Nick Hill spoke to the paper.

- The Board and Management discussed the draft strategic plan and the transformation project. The Board provided feedback on the draft strategic plan.
- The Board commended the distillation of the transformation project purpose and goals in the paper. Management agreed to keep the Board up to date on the progress of project synergy, potentially as part of the monthly CE Report.

The Board **noted** the update.

10. Q4 PERFORMANCE REPORT

Nick Hill and Justine White spoke to the paper.

- The Board suggested that Management could adapt the format of the CE Report to reflect the quarterly Council performance reports.

The Board:

1. **Approved** the Quarter 4 Performance Report for the period ending 30 June 2022 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive to make minor changes prior to submission as required.

Mark Shepherd and James Robinson left the meeting

12. TĀTAKI AUCKLAND UNLIMITED ANNUAL REPORTS UPDATE

Justine White spoke to the paper.

- Management noted that a subsequent event will be added to the TAUT Annual Report regarding the recent art bequest from Julian and Josie Robertson to the Auckland Art Gallery Toi o Tāmaki. The Risk Committee is scheduled to review the TAUT Annual Report on 12 September before making its recommendation to the Board.

The Board **noted** the update.

Helen Te Hira joined the meeting.

7. TĀTAKI AUCKLAND UNLIMITED BOARD ENGAGEMENT WITH THE TĀMAKI MAKĀURAU MANA WHENUA FORUM

Helen Te Hira spoke to the paper.

■ [REDACTED]

■ [REDACTED]

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

- The Board noted that the Taki app, TAU's online Māori cultural competency guide, will be launched shortly.

The Board:

■ [REDACTED]

■ [REDACTED]

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

Helen Te Hira left the meeting. Shelley Watson and Richard Clarke joined the meeting.

8. COMMERCIALISATION OF TAU MEDIA ASSETS UPDATE

Shelley Watson spoke to the paper.

- The Board commended the paper and noted the value of TAU's media assets.

The Board **noted** the update.

Shelley Watson, Richard Clarke, and Justine White left the meeting.

9. BOARD AND CE ONLY TIME

The Board and CE had a private session. There were no matters to be minuted.

Justine White joined the meeting.

14. AUCKLAND ART GALLERY ADVISORY COMMITTEE

The Board:

1. **Approved** the appointment of Tom Irvine to the Art Gallery Advisory Committee; and
2. **Noted** the resignation of Rangimarie Hunia from the Committee. The Board recognised the valuable service of Rangimarie to the Committee and thanked Rangimarie for her contribution.

Parin Rafiei-Thompson and Alex Norman joined the meeting.

13. CLIMATE INNOVATION HUB UPDATE

Parin Rafiei-Thompson presented to the Board.

- Management updated the Board on the development of the climate innovation hub Climate Connect Aotearoa. The launch date is currently scheduled for October.

■ [REDACTED]

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

- The Board noted its strong support for the hub and the level the team has pitched it at.
- The Board requested that the Auckland's Future, Now opening and closing videos be shared with the Board. **(ACTION POINT)**

The Board **noted** the update.

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

15. BOARD TOUR OF AUCKLAND ART GALLERY TOI O TĀMAKI MAKĀURAU

Management led the Board on a short tour of the Auckland Art Gallery Toi o Tāmaki (**Gallery**) discussing aspects of the publications and curatorial work of the Gallery, the Art Gallery Heritage project, and health and safety at the Gallery.

The Art Gallery Advisory Committee joined the meeting.

16. JOINT BOARD AND AUCKLAND ART GALLERY ADVISORY COMMITTEE MEETING

The Board and the Art Gallery Advisory Committee held a joint meeting.

- Management updated the Board on recent highlights at the Gallery including changing the Gallery's programme several times due to the impact of COVID-19, earning the 'Rainbow Tick', making progress on pay parity, and an increased focus on Pacific and Māori art and artists.
- Management thanked the Board and the Advisory Committee for its invaluable support of the Gallery. The Gallery will continue to require support as it aspires to be the leading art gallery in the Pacific region. Given that the Gallery has one of the most significant New Zealand art collections, it is well placed to be leading art gallery in many areas including harnessing art in education, using art to improve well-being, elevating Māori and Pacific art, promoting access to art, curatorial and academic work, and touring significant art works.
- The Advisory Committee noted that the Gallery is critical infrastructure and needs to be recognised as such. It's vital that the Gallery continues to host dynamic and exciting exhibitions to galvanise interest and support, and that TAU engages all public and private stakeholders to support the Gallery.

The Board **thanked** the Advisory Committee and the Gallery team.

The meeting ended at 4.02 p.m.

Confirmed as a true and correct record of the meeting of 31 August 2022:

Chair

Date