

# Board Meeting Agenda



**10.00 a.m. Wednesday 29 March 2023**

Limelight Room, L3 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 22 February 2023, Jennah Wootten	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. Capital Programme Report (RC) <sup>1</sup>	To Discuss	T & C	10.05 a.m.	55 mins
PUBLIC MEETING CLOSED - CONFIDENTIAL MEETING OPEN					
DISCUSSION AND NOTING PAPERS					
5	ICT Infrastructure Project Update, Mandy Kennedy, and Richard Jarrett <sup>1</sup>	To Note	T & C	11.00 a.m.	30 mins
6	Tātaki Auckland Unlimited Board and New Zealand Warriors Meeting <sup>1</sup>	To Discuss	T	11.30 a.m.	30 mins
Lunch				12.00 p.m.	15 mins
APPROVAL PAPERS					
7	Confidential Minutes 22 February 2023 and Action Tracker, Jennah Wootten	To Approve	T & C	12.15 p.m.	25 mins
8	Statement of Intent, Nick Hill, Justine White and James Robinson <sup>3</sup>		T & C		
	8.1 TAU SOI Decisions and Implementation 8.2 Draft 2023 - 2026 Statement of Intent	To Approve To Approve			

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

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

<sup>3</sup> S6(a),7(2)(f)(i),(j) LGOIMA 1987

# Board Meeting Agenda



Item	Subject	Action	Trust/Co.	Start Time	Duration
APPROVAL PAPERS (cont.)					
9	Draft TAU CRD Proforma Report, Parin Rafiei-Thompson <sup>4</sup>	To Approve	T & C	12.40 p.m.	40 mins
10	CRM and Direct Marketing Extension Project, Mandy Kennedy and Shelley Watson <sup>5</sup>	To Approve	T & C		
11	Q2 Risk Report to Auckland Council, Justine White <sup>5</sup>	To Approve	T & C		
PROJECT UPDATE					
12	Digital Auckland Update, Shelley Watson <sup>5</sup>	To Note	C	1.20 mins	25 mins
TRAINING					
13	Māori Competency Training, Dr Jim Mather - Mather Solutions and Helen te Hira	Training	T & C	1.45 p.m.	2 hours
	Close of Meeting			3.45 p.m.	

<sup>4</sup> S6(a),7(2)(f)(i) LGOIMA 1987

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

# Board Meeting Agenda



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

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

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

## Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Jannah Wootten	Acting Chair	<ul style="list-style-type: none"> <li>Generate Global (Director and Shareholder)</li> </ul>	<ul style="list-style-type: none"> <li>Aktive – Auckland Sports &amp; Recreation (CEO)</li> </ul>	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> <li>Homeland NZ Enterprises Ltd (Director and Shareholder)</li> <li>Homeland NZ Trading Ltd (Director and Shareholder)</li> <li>Carruthers Consulting Ltd (Director and Shareholder)</li> <li>NZ Film Commission (Chair) (from 1 Oct 2022)</li> <li>Cornwall Park Trust Board (Trustee)</li> <li>Services Workforce Development Council, Tertiary Education Commission (Council Member)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.</li> </ul>
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> <li>Teaching Council New Zealand (Governing Council Member)</li> <li>Hong Consulting Limited (Director and Shareholder)</li> <li>CYWE Trustee Limited (Director and Shareholder)</li> <li>Eastland Property Services Limited (Shareholder)</li> <li>Auckland International Airport Limited (Shareholder)</li> <li>Spark New Zealand Limited (Shareholder)</li> <li>Comvita Limited (Shareholder)</li> <li>SkyCity Entertainment Group Limited (Shareholder)</li> <li>Tesla Inc (Shareholder)</li> <li>Microgem International Plc (Shareholder)</li> </ul>		
Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> <li>Matariki Cultural Foundation (Trustee)</li> <li>Matariki Global Holdings Limited (Director)</li> <li>Taamaki Records Limited (Director)</li> <li>Otamatea Pioneer &amp; Kauri Museum Board (Trustee)</li> <li>Hawaiki 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> <li>Q3 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>Annual insurance renewal</li> <li>Auditor engagement and fees FY24-26</li> </ul>		<ul style="list-style-type: none"> <li>Destination Committee – 17 April</li> <li>Board Meeting – 26 April</li> </ul>
<b>May-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Māori Engage Committee – 17 May</li> <li>Risk Committee – 22 May</li> <li>Board Meeting – 31 May</li> </ul>
<b>Jun-23</b>		<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		

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

# BOARD MEETING

**HELD ON:** Wednesday 22 February 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  
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

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 Robinson Head of Strategy & Planning  
Darroch Todd Head of Risk & Assurance  
Kate Gaspar Risk and Compliance Advisor  
Kirsten Lacy Director, Auckland Art Gallery Toi o Tāmaki  
Alastair Cameron Manager, CCO External Partnerships  
Peter Chew KPMG  
Tim Kingsley-Smith Company Secretary & Legal Counsel

*The Board, Executive Team and Tim Kingsley-Smith joined the meeting.*

## 1. AGENDA AND APOLOGIES

The Chair noted the apology of Jen Rolfe.

The Board agreed that the Chair will request a meeting between the Mayor and Deputy Mayor and the Tātaki Auckland Unlimited (TAU) Board so that the Board can provide an update on the TAU's options in response to the Mayor's Letter of Expectation and the potential consequences.

The Board noted that the discussion on TAU's vision, purpose and values that was initiated at the January Board meeting and carried on at the recent strategy session needs to be continued by the Board and Management. **(ACTION POINT)**

## 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 25 JANUARY 2023

The Board **approved** the 25 January 2023 Public Minutes as an accurate record of the meeting.



#### 4. CE REPORT

Nick Hill spoke to the paper.

##### *Weather Events*

- Management noted that the recent weather events were damaging events for parts of TAU as well as a harrowing events for the many TAU kaimahi directly involved. The impact of the weather events as well as an initial review of the cancellation of the Elton John concert at Mt Smart Stadium will be addressed later in the meeting.

##### *Letter of Expectation*

- Management noted that the CE and ELT are focussed on TAU's response to the Mayor's Letter of Expectation. Making the required changes at TAU and moving to a new level of activity to address the Letter of Expectation by 1 July 2023 is a big challenge. The organisation now has a small window to get ready for the process.
- The Board asked how Management is supporting staff at this challenging time following the publication of the Letter of Expectation. Management noted that senior leaders are focused on being as transparent and clear about the direction of TAU as they can be. Staff are aware that the Council and Council Group face significant financial pressure and that there will be impacts across the organisation. Management confirmed that TAU staff have access to support services via an independent external provider and employees have redundancy provisions in their employment agreements.
- The Board noted that given the significant proportional impact of the required savings on TAU, it is important that the Board engages with the Governing Body to ensure that Councillors are aware of the choices TAU faces and the consequences of those choices.
- Councillor Walker suggested that TAU present at the upcoming CCO Direction and Oversight Committee meeting and work with the Mayor's team and the CCO Governance team to organise engagement with the Mayor and Councillors. Councillor Henderson noted that Councillors may not fully understand the full consequences of proposed funding cuts and the more information Councillors have, the better.

##### *High Visitation at Venues and Events*

- Management noted that despite the challenging environment, TAU continues to deliver great experiences for Aucklanders during a very busy time. TAU's visitation numbers are generally well-ahead of forecasts and the organisation is adjusting its services, activities, and events to changes in people's behaviour.
- The Board commended Management and staff for TAU's strong visitation numbers. Parts of TAU are experiencing record visitation and overall, TAU is currently well above KPI targets which is remarkable given the challenging environment.
- The Board queried TAU's Net Promoter Score (NPS). Management noted that the current NPS is still skewed by the "Listen In" event late last year as previously discussed with the Board. This event was poorly received for several reasons and improvements have been made at Mt. Smart Stadium. Poor weather and a number of patrons "pre-loading" their drinks also contributed to the issues on the day.
- Management noted that the integration of major events and public transport is not as good as it should be. The Board noted that this needs to improve ahead of upcoming major events such as All Blacks Tests and the FIFA Women's World Cup.

#### *ICT Infrastructure Project and Other Projects*

- The Board asked for an update on the ICT infrastructure project and cybersecurity risk. [REDACTED] A full update on the ICT infrastructure project and cybersecurity will be provided at the upcoming March Risk Committee meeting. [REDACTED]

#### *Project Updates*

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

- Management updated the Board on the Single Operator Stadiums Auckland project, integration of cultural organisations, and ongoing discussions with MOTAT on the future of the Western Springs precinct. The Board noted that the impact of the recent storm and flooding events at Western Springs and the need to rebuild some key infrastructure to be more resilient forces all stakeholders to look at the future of the precinct. Continuing to work closely with MOTAT and other stakeholders will provide further opportunities to improve integration and the user experience of the Western Springs precinct.

The Board **noted** the CE Report.

*The ELT left the meeting. James Robinson joined the meeting.*

## **5. Q2 PERFORMANCE REPORT TO AUCKLAND COUNCIL**

Justine White spoke to the paper.

- The Board and Management agreed to add additional information to the report in the commentary boxes to provide further information on KPI's. For example, total visitation figures at venues as a comparison to the audited ticketed attendance figures.
- The Board queried the KPI relating to Māori businesses going through a TAU programme. Management noted that this KPI is currently not on track as a result of TAU moving away from the 1:1 business support model. The planned formation of the Māori business team within the Economic Development team has been suspended due to the Mayor's Letter of Expectation and the ongoing SOI process. There is a good chance that TAU will miss this KPI for these reasons. However, TAU continues to support over 1500 Māori businesses through its support of the Whāriki Network. The Board noted that TAU is also supporting a significant number of Māori businesses by being a Te Matatini Herenga Waka Herenga Tangata Partner.

The Board **approved** the Q2 Performance Report to Auckland Council.

*James Robinson left the meeting and Darroch Todd, Paul Tyler, James Parkinson and Kate Gaspar joined the meeting.*

## **6. UPDATE ON 27 JANUARY FLOODING IMPACT ON TĀTAKI AUCKLAND UNLIMITED**

Darroch Todd spoke to the paper.

- The Board thanked Management and staff for managing TAU's response to the recent weather events. The Board was kept well informed throughout and could see the professionalism of the team shining through.
- Management noted that the IMT was immediately stood up in response to the 27 January storm and has worked closely with venues and the TAU property team coordinating TAU's response to the recent weather events. The storm and subsequent flooding on 27 January 2023 caused damage to a number of TAU's venues and facilities, and some of the damage was significant. A summary of TAU's current assessment of the physical damage suffered is provided in the pack.

- Management noted that damage from the weather events is being separately financially coded, and TAU is working closely with the Council family and its insurers on assessing and quantifying the damage. While the insurance process will take some time to complete, TAU is not waiting to undertake mitigation and preventative work where required. Capital spending on making venues and facilities safe, clean and operational is being prioritised.
- The Board and Management agreed that the financial impact of the weather events will be dealt with by the Risk Committee, and assessment of physical damage and the priorities of the capital programme will be addressed by the Capital Projects Committee in the coming months. **(ACTION POINT)**
- The Board noted that recovery from the weather events will be a long process and taking a pragmatic approach to essential work is the right course of action. The Board requested that Management convey the Board's thanks to the IMT and all staff involved in TAU's response to the recent weather events.

The Board **noted** the update.

## 7. ELTON JOHN CANCELLATION

James Parkinson spoke to the paper.

- Management noted that the weather event on 27 January 2023 was an unprecedented event for Auckland. From Auckland Stadium's perspective, the team had never cancelled an event due to weather up until 27 January, however the subsequent storm and flooding event forced three event cancellations in one weekend.
- Management referred to the paper in the pack and summarised the timeline of events that led up to the decision to cancel the Elton John concert at 6.50 p.m. The decision was based on the advice of police and FENZ that all of their resources were fully committed with incidents unfolding in other parts of Auckland at that time, meaning there was no capacity to support the concert should any issue arise. The cancellation was announced at the stadium at 7.10 p.m.
- Management noted that the key lesson from the event is that the team needs to strengthen the flow of information from outside venues during an event directly into the Venue Operation Centre to enable timelier and better-informed decisions. With more information as to the nature and extent of issues being experienced elsewhere in Auckland, an earlier cancellation decision could have been made. While NZ Police commented positively on the safe egress of patrons, additional safety measures could have been applied for the exit of patrons with improved information.
- The Board, some of whom attended the concert, noted that the Auckland Stadiums team reacted well in the circumstances and staff at Mt. Smart were calm and professional throughout. While the team could only act on the information it had at the time and the process and systems largely worked, it is important that the key lesson regarding the strengthening of external communication into venues from key stakeholders such as AT, police, and FENZ is acted on and improvements are made. The weather events also raised questions about Auckland's regional emergency response process which Auckland Council is reviewing.
- Management noted that the proceeds of upcoming FIFA Women's World Cup 2023 qualifying matches and the Moana Pacifica rugby match at Mt. Smart Stadium will be donated to the Cyclone Gabrielle relief effort.

The Board **noted** the update.

*James Parkinson, Kate Gaspar and Darroch Todd left the meeting. The Chair closed the TAU open Board meeting 11.55 a.m.*

*The Chair opened the confidential meeting 12.27 p.m. Pam Ford, Richard Clarke and Lynn Johnson joined the meeting.*

## 8. LETTER OF EXPECTATION RESPONSE

Nick Hill spoke to the paper.

- Management noted the Letter of Expectation and proposed budget directs TAU to effectively make \$44m of operational cost savings for FY24. Although this direction is not final and could change following public consultation on the Mayoral Proposal, TAU needs to plan and take action to be ready in time to achieve the savings. The Board has the responsibility of deciding TAU's approach and how TAU structures its activities.
- The Board and Management discussed TAU's economic development activities and portfolio in light of the Letter of Expectation. Management noted that the feedback received from stakeholders is that the potential changes to TAU's economic development activity is surprising as many comparable cities are looking to increase investment in economic development at this time in order to help the recovery from the impact of COVID-19.

[REDACTED]

[REDACTED]

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

The Board noted the letter of expectation response update.

*Pam Ford, Richard Clarke and Lynn Johnson left the meeting.*

## 9. CONFIDENTIAL MINUTES 25 JANUARY 2023 AND ACTION TRACKER

Subject to one redaction the Board approved the 25 January 2025 Confidential Minutes as an accurate record of the meetings and noted the Action Tracker.

*Richard Clarke and Chris Simpson joined the meeting.*

## 11. MAJOR EVENTS BUSINESS CASE

Richard Clarke spoke to the paper.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

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

## 10. ART GALLERY EXHIBITION BUSINESS CASE

Kirsten Lacy spoke to the paper.

- The Board and Management discussed the governance processes relating to authority to approve the exhibition business case given the large donation subsidising the proposed exhibition. Management noted that given the donation is separate to the costs, the exhibition case must be valued at gross cost making the approval of the business case a Board decision.
- The Board noted the benefits of the proposed exhibition including the relatively small investment required from TAU given the donation, the advanced stage of the exhibition and work done to date on it, the quality and appeal of the exhibition, and the important elements of cultural diplomacy.

The Board:

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

1. **Approved** the expenditure required to bring [REDACTED] exhibition to Auckland Art Gallery Toi o Tāmaki; and
2. **Delegated** authority to sign the exhibition contract to the CEO.

*Kirsten Lacy left the meeting. Alastair Cameron, Peter Chew and Sarah Johnson-Smith joined the meeting.*

## 12. CCO PERFORMANCE MEASURES AND TARGETS

Alastair Cameron and Peter Chew spoke to the paper.

- Alastair Cameron summarised the Council-led work to date on reviewing CCO performance measures and targets. KPMG has provided an independent view of CCO measures, and the Letter of Expectation makes it clear that Mayor is keen to see fewer and more meaningful measurements and targets.
- The Board noted there are likely to be changes to TAU's activities in response to the Letter of Expectation. Alastair Cameron and Peter Chew agreed that the work on targets and measures will need to be revisited once TAU's SOI process has been completed. The targets and measurements must be aligned with TAU's core activities.
- Alastair Cameron welcomed the Board and Management to provide any additional feedback after the meeting.

The Board **noted** the update.

The meeting ended at 3.10 p.m.

Confirmed as a true and correct record of the meeting of 22 February 2023:

Chair

Date

# Chief Executive Report

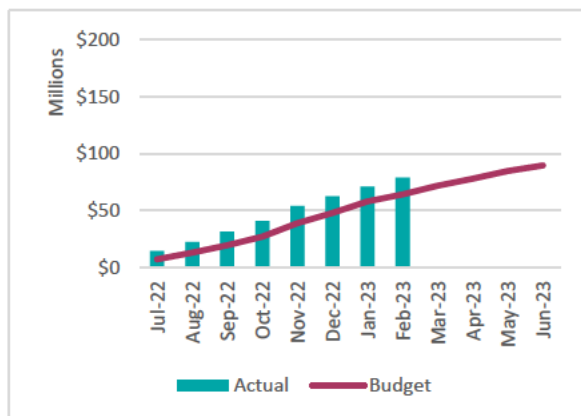
Report to the Board of Tātaki Auckland Unlimited – 29 March 2023

## 1. Introduction

- The **impact of flooding** on all our facilities has been assessed. The **major impact** has been on **Western Springs Stadium**, the main part of which has been shut for health and safety reasons, although there is some limited use of the outer fields. We are working with the hirers to find alternative venues where necessary. The loss of revenue is likely to be mitigated by using other venues and offset by business interruption insurance. Meanwhile the **remedial work** may take some time, making this a good opportunity to consider the long term use of the site, and how we ensure that remediation considers future resilience requirements, and the necessary funding implications.
- The organisation **continues to work hard** with a sold-out Harry Styles concert at Mt Smart, launch of Tate Light at the Gallery, the Auckland Arts Festival in our venues, and the welcome return of Pasifika to Western Springs.
- The Council senior executives and CCO chief executives are working together on a **shared services model** for the Group. The focus is on ICT and HR in the first instance.
- A new **project to implement the significant changes** required of TAU arising from the Council's proposed budget is being developed. The project will be called **Whanake** meaning "forward momentum" and will bring together in one place all actions to make the required changes. A separate Whanake communications channel has been established for staff, which includes Q&A and regular Teams calls with all staff as and when there is information to communicate. <https://aklcouncil.sharepoint.com/sites/AkoWhanake>
- This continues to be a **challenging time** for staff and our partners, with uncertainty and speculation over what TAU will be doing and what the impact on jobs and the wider organisations and providers that TAU work with will be.

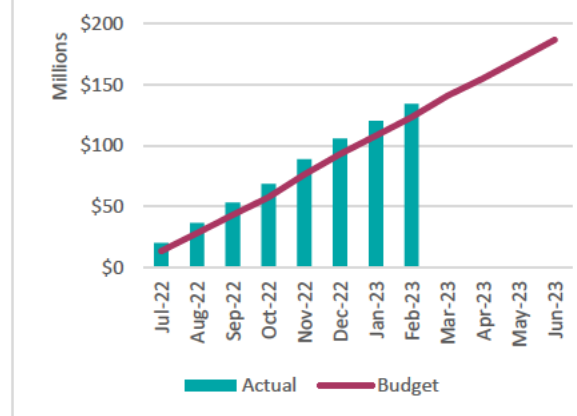
## 2. Finance update

Revenue against budget (cumulative)



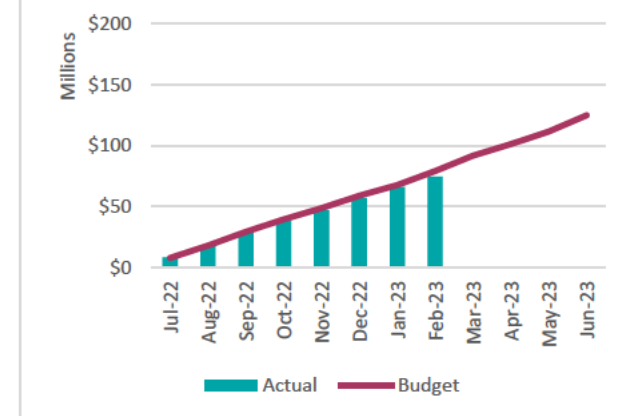
Revenue has been **above budget** because the Activate and Reactivate Tāmaki Makaurau programmes weren't budgeted

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**



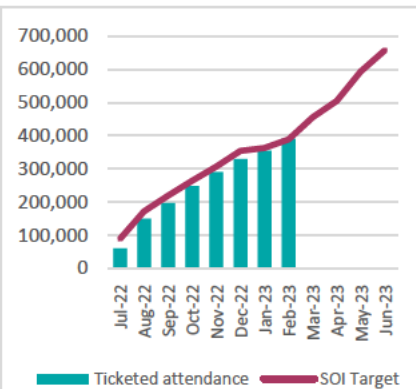
### 3. Strategic Plan implementation

#### Experiences and Events

Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> <li>The <b>Summer in the Square</b> programme, which encompassed the themes of Xmas, Fiesta, Beats, Circus and Pride has now concluded with <b>nearly 40,000 attendees</b> in Aotea Square.</li> <li><b>Performing arts forward planning</b> has paused due to number of vacancies in the programming team that cannot be actioned due to recruitment system delays.</li> <li><b>Audience attendance</b> is up 18% for the month in comparison to the same period in FY20 (pre-COVID-19 levels).</li> </ul>	<ul style="list-style-type: none"> <li><b>Pasifika Festival</b> was delivered successfully at Western Springs on 18-19 March.</li> <li><b>Aotearoa Arts Fair, Weightlifting World Masters, Indulge Festival</b> and <b>Splore</b> took place with TAU investment on behalf of Council between Feb and March.</li> <li>Presented to <b>MBIE</b> the priority TAU invested and owned events that TAU will be <b>seeking funding</b> for from MBIE. Continuing to work with MBIE to submit individual funding applications for the next three years.</li> <li>In the process of confirming other content for the <b>Ocean Festival</b>, including the Millennium Cup.</li> </ul> <p style="text-align: right;">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p><b>Auckland Conventions</b></p> <ul style="list-style-type: none"> <li>First time since 2019, the majority of roles within Conventions are now filled.</li> <li>Our hotels business continues to lag against budget due to the mix of technical services requirements from our hotel partners. This is offset by strong in-venue performance.</li> </ul> <p><b>Auckland Convention Bureau</b></p> <p><u>Notable bids submitted:</u></p> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 80%;"></div> <p><u>Notable Business Events secured:</u></p> <div style="background-color: black; height: 15px; width: 60%;"></div> <ul style="list-style-type: none"> <li>Women in Engineering International Leadership Summit 2023</li> <li>NZIMLS &amp; AIMS South Pacific Congress Aug 2023</li> </ul> <div style="background-color: black; height: 15px; width: 80%;"></div> <div style="background-color: black; height: 15px; width: 70%;"></div> <p>ACB in collaboration with the Tourism New Zealand exhibited at The Asia Pacific Incentives and Meetings Event.</p>
FIFA Women's World Cup 2023	City wide Events Calendar	
<p>Refer to Appendix 3 for further details</p> <ul style="list-style-type: none"> <li>A <b>two-month secondment of a Principal Advisor for Māori Outcomes</b> has started to ensure the FIFA WWC 2023 event in Tāmaki Makaurau has a framework for contributing to the delivery of Māori Outcomes.</li> <li>Significant work continued on the <b>FIFA Fan Festival project</b> in February in parallel with the delivery of the POT, including the FIFA Fan Festival venue launch on 2 March.</li> <li><b>FIFA WWC 2023 International Women's Day campaign</b> concept was finalised, filming completed and the first post-production milestone delivered, working closely with the TAU Brand and Marketing teams. The concept brings together seven Auckland wāhine in iconic locations to tell their story and 'what it means to have the FIFA WWC in Auckland.</li> </ul>	<ul style="list-style-type: none"> <li>Platform <b>on track for launch</b> in alignment with Digital Auckland.</li> <li>Auckland Live, Auckland Stadiums and Major Events <b>content automated for integration</b> into Calendar platform. Relevant AAG, Auckland Zoo and Auckland Maritime Museum content will be manually uploaded until USI platform fully integrated for event management and bookings.</li> <li><b>Ticketek and Ticketmaster</b> have <b>confirmed integration</b> of published event content into City Wide Events Calendar database through API feeds from their respective event databases.</li> </ul> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 60%;"></div> <p style="text-align: right;">S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	

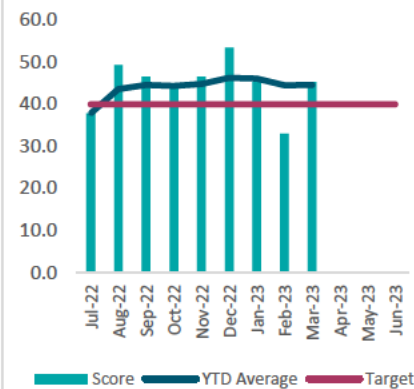
## KPI RESULTS

### Ticketed attendance Auckland Live (cumulative)



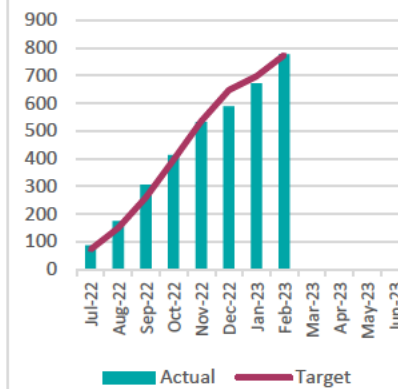
Ticketed attendance is **within target**

### NPS for TAU audiences and participants Auckland Live



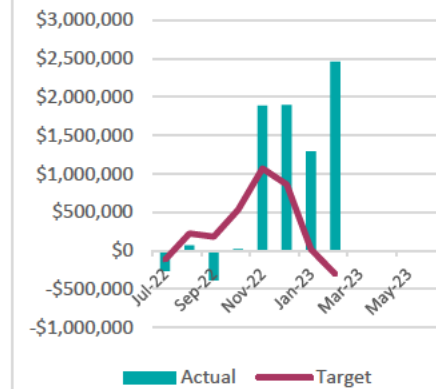
Apart from the first month of the FY, the YTD NPS score has been tracking **above target**

### Number of events ALAC



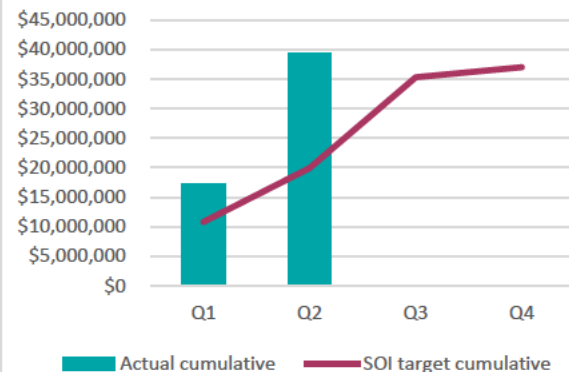
Tracking **on target**

### Financial ALAC EBITDA



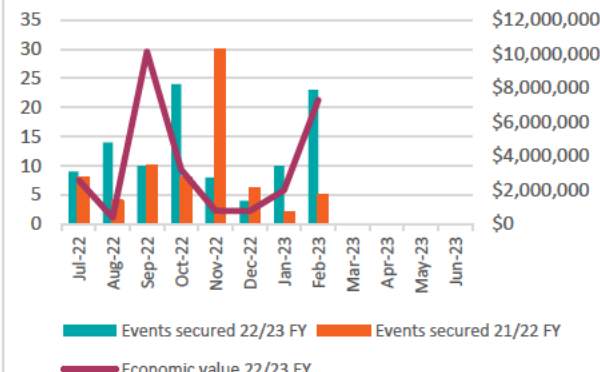
Variance due to event settlement timings month to month

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



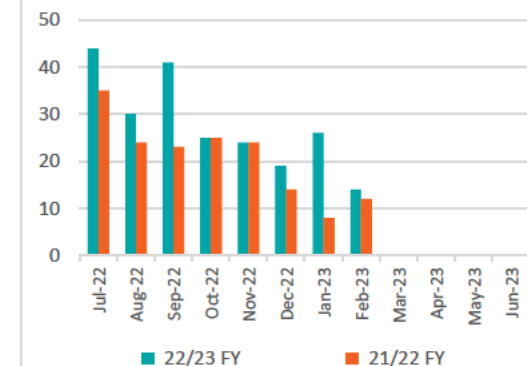
**Achieved** – Q2 results are based on the evaluation of 11 out of 12 events supported by TAU  
Results exclude business events contribution which is measured once at the end of the FY

### Business events secured



Auckland Convention Bureau helped to secure **23 new business events** in February, with an estimated \$7m of future economic benefit to the region

### Business events – new opportunities supported



Auckland Convention Bureau generated **14 new business events opportunities** for Auckland in February, with a forecast total estimated impact value (if successfully secured for Auckland) of more than \$2.6m, generating 4,439 visitor nights from a total of 4,137 attendees



SOI measure or component of SOI measure



## Taonga and Places

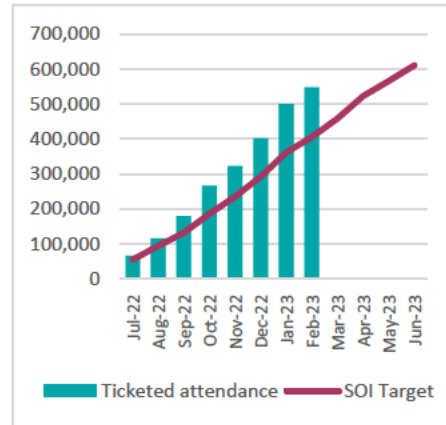
Auckland Zoo	Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> <li>The Zoo experienced <b>further damage</b> and minor flooding during <b>Cyclone Gabrielle</b>. It has been a huge team effort by staff from across the Zoo to clean up and reopen as soon as possible. There are still some <b>outstanding structural assessments</b> of old infrastructure (Motions Creek walls/bridges etc) to complete.</li> <li>The Zoo was partially open 4-22 Feb with discounted ticketing, and it <b>fully reopened</b> on 23 Feb. Despite all this, it fell short of the Feb target by 5200 visits, and <b>revenue</b> from all sources <b>exceeded budget</b> by \$81,457 for the month.</li> <li>Work to <b>introduce the Sumatran tiger pair</b> Zayana (F) and Ramah (M) is proceeding well – the hope is for successful integration in the coming months as the pair have a breeding recommendation from the global Sumatran tiger programme.</li> <li><b>Wild Heroes began filming</b> following Zoo staff working with the Kea Conservation Trust to survey animals in the challenging terrain of Matukituki (Mt Aspiring National Park) – of 30 birds captured as part of the research programme, 26 had not been previously banded.</li> <li><b>Community outreach</b> and <b>TAU collab</b> – stall at Te Matatini kapa haka festival was a great opportunity to engage Māori with the Zoo and find out more about how we can meet the needs of all communities.</li> </ul>	<ul style="list-style-type: none"> <li>Year to date <b>total visitation</b> is <b>340,000 visitors</b> - <b>23% above</b> the gallery's <b>internal visitation goals</b>. The internal goals are set against specific exhibitions, both free and ticketed, as opposed to the SOI KPI (results shown below), which includes paid visitation only. The internal goal recognises that accessibility and free access visitation is an important measure against the annual performance of the gallery.</li> <li><b>Light from Tate; 1700 to now</b>, opened on 1 March, and will now run 177 days instead of 121 days due to the cyclone. The exhibition is tracking at a 23% conversion rate to main entry visitors with average daily visitation of 370 pax. and is on track to hit its visitation and revenue target.</li> <li>Longest serving staff member of 45 years, <b>Senior Curator New Zealand Art Ron Brownson</b> passed away suddenly and his memorial is being hosted at the gallery on 16 March.</li> <li>Staff are managing a complex uplift of the <b>Robertson Bequest</b> from New York to transfer the artworks to the gallery's ownership.</li> <li><b>Kia Whakahou, Kia Whakaora</b> is tracking on schedule. Graeme Tippene's commissioned artwork for the scaffold wrap is nearing completion.</li> </ul>
NZ Maritime Museum	Auckland Stadiums
<ul style="list-style-type: none"> <li>Significant Dame Robin White and Elizabeth Thomson works have been purchased to support the upcoming <b>exhibition Only Song on the Water</b>.</li> <li><b>Supporting the New Zealand Shipping Company sesquicentennial</b> with an outgoing loan of taonga. Objects selected and agreed with the NZSCO &amp; Durham Association will be uplifted from the museum on 8 March.</li> <li>A variety of small but impactful works continue to be rolled out across the NZMM site, including the completion install of a <b>comprehensive signage</b> and wayfinding project, which also <b>includes Te Reo Māori</b> across NZMM signage <b>for the first time</b>.</li> <li><b>Talks</b> are well advanced with <b>Auckland War Memorial Museum</b> around a <b>shared storage</b> solution at their site in Otahuhu. Increasing quantities of Collections staff time are being diverted to this project, with likely the whole team committed by June/July.</li> <li><b>Additional funding</b> has been secured via the NZ Maritime Museum Foundation and Four Winds to support the <b>provision of buses</b> to schools which might not otherwise be able to attend NZMM <b>education programmes</b> on site.</li> </ul>	<ul style="list-style-type: none"> <li>Auckland <b>Stadiums</b> delivered the <b>three final shows</b> of the <b>summer concert season</b> during March.</li> <li>The highly anticipated <b>Harry Styles concert</b> at Mt Smart Stadium on 7 March saw almost <b>40,000</b> highly passionate <b>fans</b>. The AT rail network closure combined with a weekday show resulted in a <b>challenging public transport operation</b> on the night, but overall it was a well-received and <b>successful event</b>, breaking previous records in relation to merchandise sales. Of particular note was the <b>positive feedback</b> received from Tour Security around the innovative fan engagement initiatives undertaken by the Stadiums team that greatly assisted in maintaining a calm and compliant crowd.</li> <li>Following some adjustments to the site overlay due to flood damage, <b>Lorde</b> and <b>My Chemical Romance</b> were able to successfully proceed on the Outer Fields at Western Springs.</li> <li><b>Flood damage assessments</b> are ongoing at Western Springs [REDACTED] [REDACTED] [REDACTED]</li> <li><b>Moana Pasifika's Super Rugby season</b> commenced with a home game at Mt Smart on 25 February.</li> </ul>

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

Single Operator Stadiums Auckland (SOSA)	Western Springs Precinct
<ul style="list-style-type: none"> <li>Council <b>commitment to SOSA</b> confirmed in Letter of Expectation</li> </ul> <div data-bbox="208 217 1095 381" style="background-color: black; height: 100px; width: 100%;"></div> <p>S7(2)(f)(i),(h),(i),(g) LGOIMA 1987</p>	<ul style="list-style-type: none"> <li>Council commitment to <b>closer integration of cultural institutions</b> confirmed in Letter of Expectation.</li> <li>Work continues <b>with MOTAT</b> and the Zoo to support activities at Western Springs, with a further hui with iwi to happen during March.</li> </ul>
Aotea Creative Quarter	Auckland Film Studios Sale
<ul style="list-style-type: none"> <li><b>Overarching Auckland Council</b> process continues re city centre and midtown regeneration team regarding consolidating plans across council whanau related to the area.</li> </ul>	<div data-bbox="1149 727 2029 831" style="background-color: black; height: 60px; width: 100%;"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>

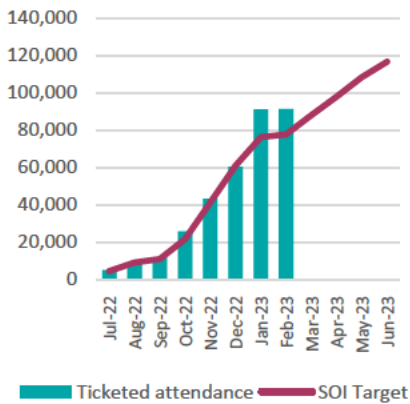
## KPI RESULTS

### Auckland Zoo ticketed attendance (cumulative)



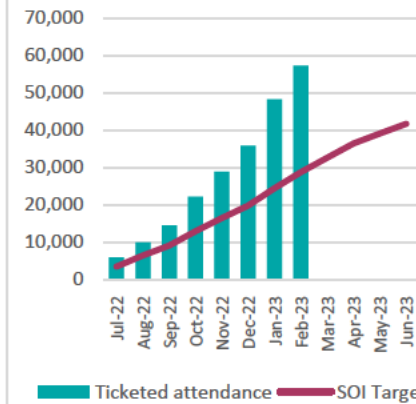
The Zoo's attendance has been tracking **above target**. High visitation is associated with the South East Asia Jungle Track project completion and centenary celebrations

### Auckland Art Gallery ticketed attendance (cumulative)



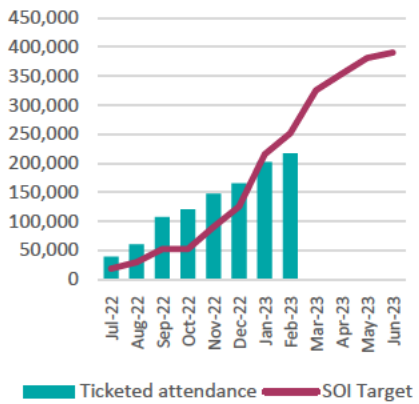
The Gallery's attendance is **on track** to meet the SOI target. After record breaking visitation for the Frida Kahlo exhibition, February was quieter month as there were no ticketed exhibitions

### NZ Maritime Museum ticketed attendance (cumulative)



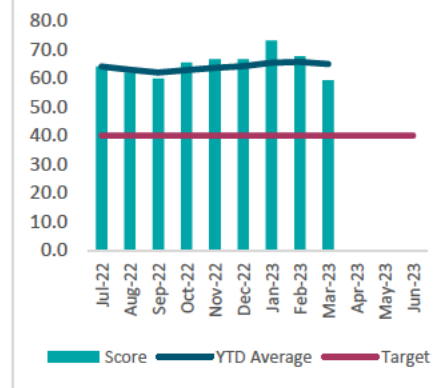
The Museum's attendance has been tracking **well above target** – at 99% above target

### Auckland Stadiums ticketed attendance (cumulative)



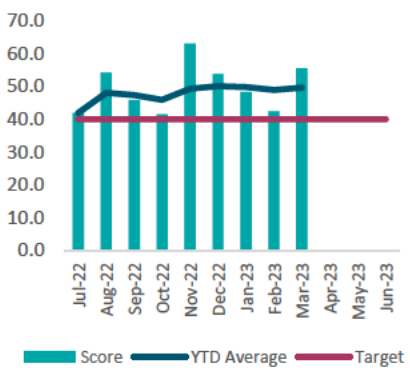
Stadium attendance had been tracking above target in the first few months of the FY, but it dropped **below target** in Jan and Feb, which was mostly due to cancelled events and stadium closures due to severe weather

### Auckland Zoo NPS



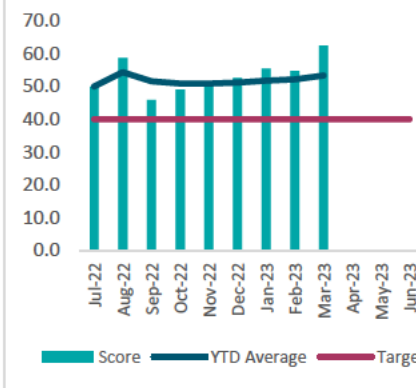
The Zoo's NPS score has been tracking consistently **above target**

### Auckland Art Gallery NPS



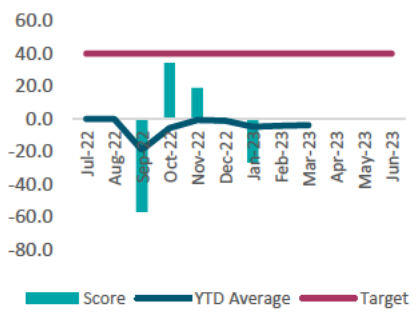
The Gallery's NPS score has been tracking consistently **above target**

### 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. Also, one of the largest stadium events of the year was cancelled (Elton John) and no 'in scope' events were held in Feb.

## Future Economy

### Visitor Economy

- \$200,000 has been raised from industry partners to support our **Auckland is Calling campaign** in Australia.
- Contract has been signed with Tourism Industry Aotearoa to deliver a **Sustainability Capability Building Programme** to up to 30 industry partners. The first workshops start the week of 27 March.
- The team hosted a **roadshow in Brisbane, Melbourne, and Sydney** with nine Auckland operators attending.
- Auckland received **17 cruise ships** in the last month, 5 of which were transit visits which have the highest passenger engagement. TAU ambassadors were present for each transit visit providing city maps and visitor information.
- MBIE has released the Better Work Plan which has indicated **support for the work carried out by the Go with Tourism (GwT) team**. Current funding for GwT expires in October 2023, a new funding bid is in progress and looking for a new 'home' agency for the team.

### Tech & Innovation

- Our **Tech Industry Advisory Group** (Microsoft, Datacom, Xero, F&P Healthcare, Medtech Global, Spark, Facton, Dotterel, Holmes Group) met to share findings from annual TAU-commissioned report on growth of industry in 2022.
- **Hosted delegation from NASA** to engage with Aerospace Auckland association and explore mutual opportunities.
- Engagement with Callaghan Innovation (via Cleantech NZ partnership) to develop business case that **seeks government backing and funding to support deep-tech start-up businesses**.
- Successful **Migrants in Tech event (22 Feb)** with **80+ participants** connecting on their shared experience of moving to Tāmaki Makaurau and navigating the need for 'Kiwi experience' by tech employers to enter into the tech industry.
- **1192 GridAKL community members** working in the Wynyard Qtr campus, **110 in the Reserve/Glen Innes online group 'Estblshd'**, and **81 entrepreneurs signed up to the TUKUA business development programmes** with GridMNK in Manukau.
- One of world's largest investment companies – and a **cleantech** company - re-engaged TAU to gain Council family **support for a \$100m investment** that will support the city's climate goals. Along with other investors, they are concerned at potential loss of TAU facilitation support.

### Screen & Creative

- **Unitary Plan Sites & Places of Significance to Mana Whenua, and filming:** Consultation on proposed change to Unitary Plan about to begin.
- **Creative Commercial Essentials** training module, the most sought after action from industry from Create Auckland 2030, set to go out for applications next month. Pilot funded by TAU to launch this scheme, delivery by The Big Idea.

### APTR Funding Gap

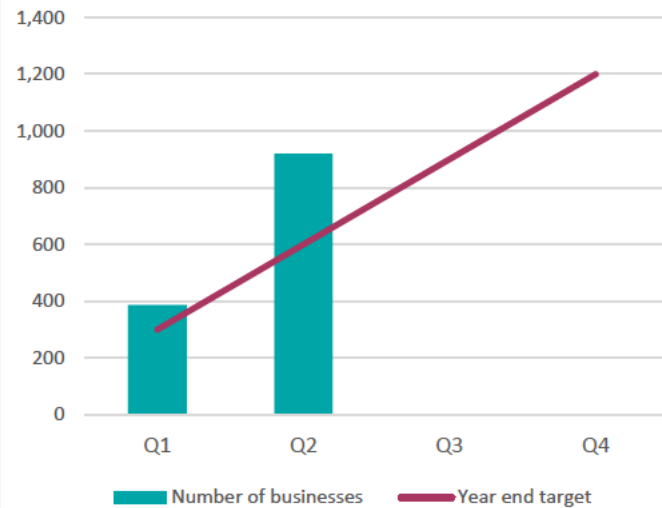
- Planning for alternative funding for tourism and events attraction continues. TAU is working with RTNZ to scope a **national solution** for **funding** where Auckland could potentially be the pilot city.
- Work on an **interim solution** is ongoing to be in place from 1 July while the long terms solution is formed.
- **Ongoing discussions** with industry and government.

### City Leadership

- Hosted **Auckland's Future, Now** in its revised, breakfast session format on 28 February. Dr Tim Noonan, The Business of Cities, was keynote speaker on the topic of competitiveness in challenging times. An engaged, small audience participated in the BECA-supported event. Resulted in media and ongoing work among the companies presented on how Auckland and business can work together to recover from three years of crises and loss of reputation (and talent).

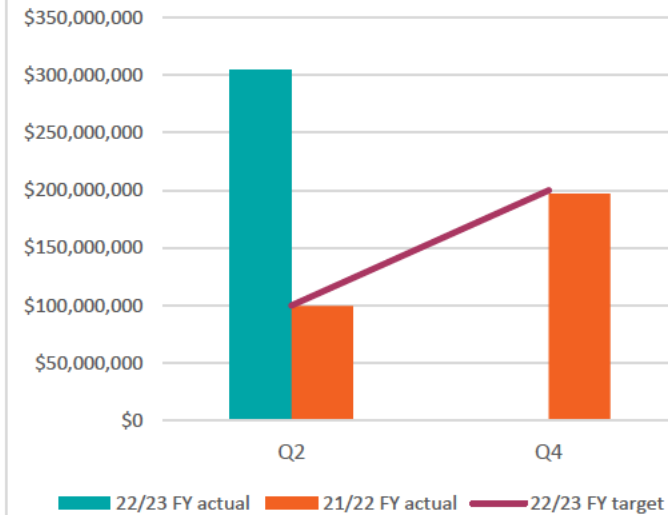
## KPI RESULTS

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



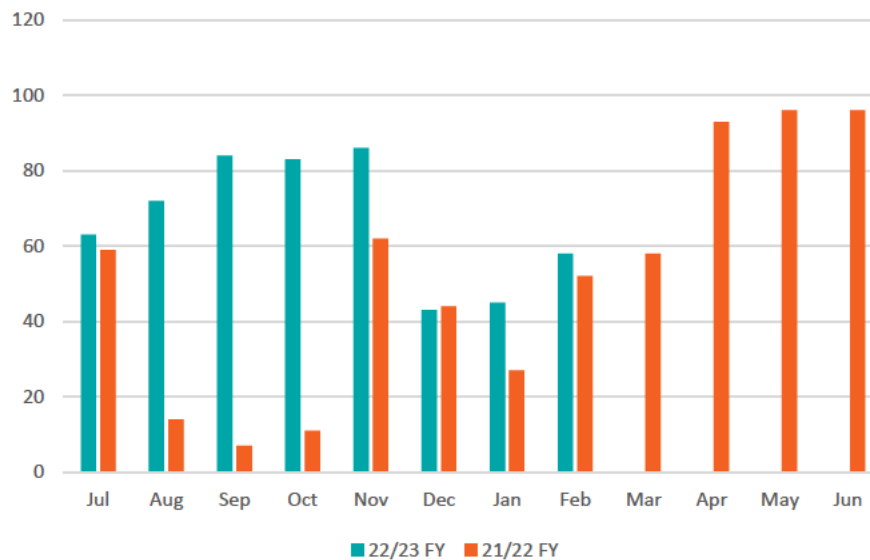
Result reported quarterly  
On track

### 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 Feb  
This year's permit numbers are **tracking well above last year's**

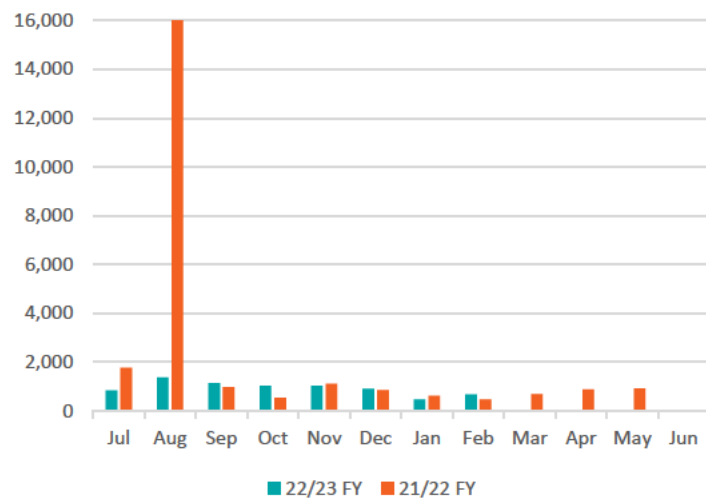


## Brand and Reputation

Visitor	Events	Cultural Organisations
<p><b>Media famils</b></p> <ul style="list-style-type: none"> <li>Developed content for <i>Good Morning America's</i> live Auckland broadcast. GMA has a global viewership of 3.3 million and is the most-watched morning news show in the US.</li> <li>Developed itineraries and hosted 7 journalists who write for Australian and South-East Asian outlets.</li> </ul> <p><b>Australia</b></p> <ul style="list-style-type: none"> <li><b>Visit Auckland Partnership Programme</b> campaign is in development with activity to target earned media in the east-coast Australia market.</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> goes live 20 Mar-30 Apr targeting Northland, Waikato and BOP independent professionals 18+ to promote hospitality and other experiences.</li> </ul>	<p><b>Major events</b></p> <ul style="list-style-type: none"> <li><b>Haka is Here</b>, promotional campaign for Te Matatini, included a 70-stories-tall video projection onto the Sky Tower.</li> <li>Cited as the most successful <b>Te Matatini</b> yet, with 87.33% increase in broadcast viewership.</li> <li><b>FIFA WWC 2023 activity</b> – please refer to FIFA WWC 2023 appendix.</li> <li>Marketing campaign planning for <b>Elemental AKL 2023</b> is underway.</li> </ul> <p><b>Business events</b></p> <ul style="list-style-type: none"> <li>Feb web traffic for ACB increased by 40% with the ACB Member EDM open rate increasing 8%</li> <li>A renewal and acquisition campaign for ACB membership is in planning stage.</li> </ul>	<p><b>Auckland Art Gallery</b></p> <ul style="list-style-type: none"> <li>The <b>Light from Tate</b> campaign began with buses and digital OOH and a teaser trailer across social. It resulted in positive radio, TV News and <i>Breakfast</i>, print and online media coverage.</li> <li>The Director of the gallery has contributed a chapter to a <b>book on Women leading Art Museums</b>.</li> </ul> <p><b>Maritime Museum</b></p> <ul style="list-style-type: none"> <li>The <b>Free for Aucklanders</b> campaign kicked-off with NZME radio ads, social media ads, stuff.co.nz, nzh.co.nz and <i>The Spinoff</i>.</li> </ul> <p><b>Auckland Stadiums</b></p> <ul style="list-style-type: none"> <li>Auckland Stadiums ran a <b>social media campaign</b> in the lead up to the Harry Styles concert to communicate key event information. Live Nation made particular praise of the success in reaching the show's younger audience in a fun and engaging way and said it had been the most impressive venue pre-show comms on the tour to date.</li> </ul>
Investment and Industry	Auckland brand and reputation	Digital Auckland
<ul style="list-style-type: none"> <li><b>AFN:</b> Communications for <i>Auckland's Future, Now</i> bespoke event complete</li> <li><b>Climate Connect Aotearoa:</b> Internal studio confirmed to deliver Wāhi Mātauranga video content; Website phase 2 design confirmed</li> <li><b>Screen Auckland:</b> Screen Emission hui delivered to online audience; Media coverage highlighting strong economic performance of screen sector</li> <li><b>Invest Auckland:</b> Website refresh underway. Discover Auckland LinkedIn campaign in market</li> <li><b>Tech Economy:</b> International Women's Day and volunteering articles published. International Talent attraction campaign development launching May.</li> </ul>	<ul style="list-style-type: none"> <li>Branding, advertising and onsite collateral for new satellite <b>Pasifika Festival</b> events and main event created by in-house design.</li> <li><b>Education NZ</b> video and photography briefed.</li> <li>Eden Park, Auckland Live, Youth Employment, Auckland's Future, Now, Auckland food and beverage content shoots completed.</li> <li><b>Brand library</b> training and integration with cultural organisations underway.</li> <li><b>Tourism NZ + Auckland</b> campaign assets produced.</li> </ul> <p><b>LGOIMA requests</b></p> <p>Current topics:</p> <ul style="list-style-type: none"> <li>Positions at TAU with remuneration &gt;\$150,000.</li> <li>CCTV camera use.</li> <li>Expenditure on Elemental AKL since 2019.</li> </ul>	<p>Refer to Appendix 4 for further details</p> <ul style="list-style-type: none"> <li>Major events template build has begun</li> <li>SEO agency has made initial recommendations for go live approach</li> <li>First presentation of marketing campaign has been presented, now refinement</li> <li>Stills and video shoot scheduled for end of March</li> <li>Change and stakeholder engagement implemented</li> <li>Privacy assessment underway</li> <li>Business case 2 underway</li> <li>Security testing to begin 20 Mar</li> </ul> <p>Key risk: citywide calendar integration behind schedule</p> <p>Key risk: Dependency on APIs and the added cost to implement them, different to original scope</p>

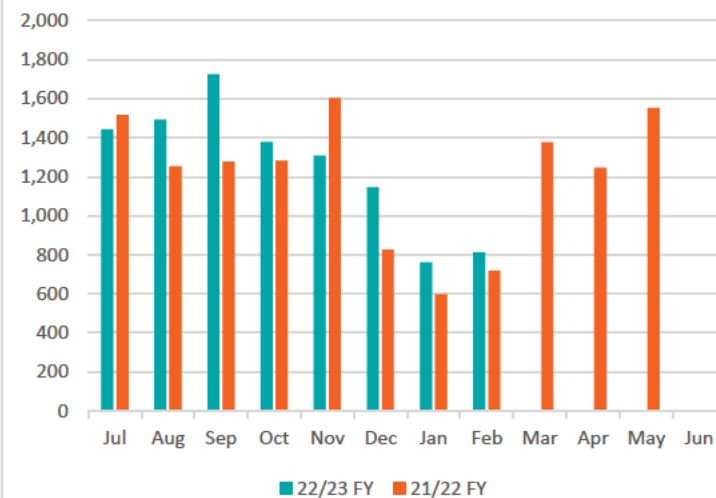
## KPI RESULTS

### Auckland Brand Home visits



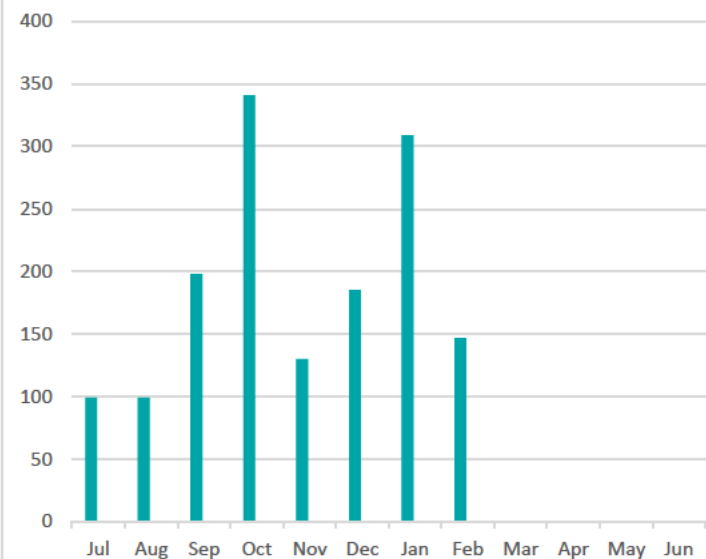
Small increase due to brand and campaign activity

### Download of brand assets



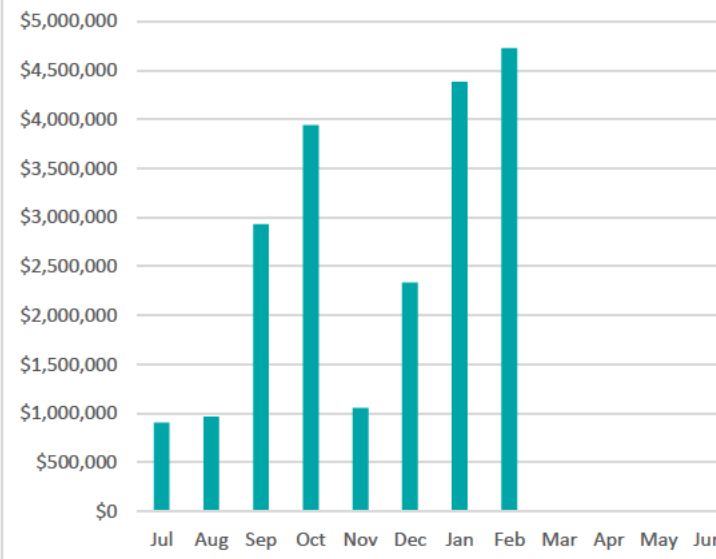
Small increase due to brand and campaign activity

### Media coverage mentioning TAU



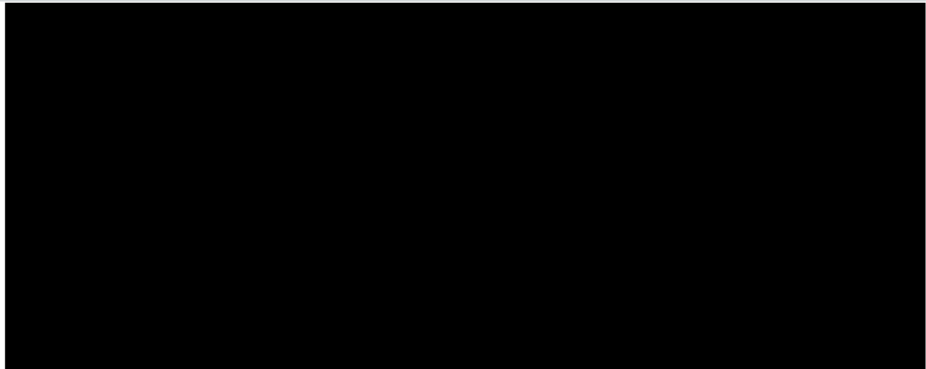


The 52% decrease in mentions can be attributed to fewer events due to weather cancellations ie Lantern and Laneway festivals. Comparatively, the previous month enjoyed a high number of popular events. Coverage was driven by Te Matatini, weather affected facilities and a media faml with *Good Morning America*.

### Equivalent Advertising Value of TAU media coverage



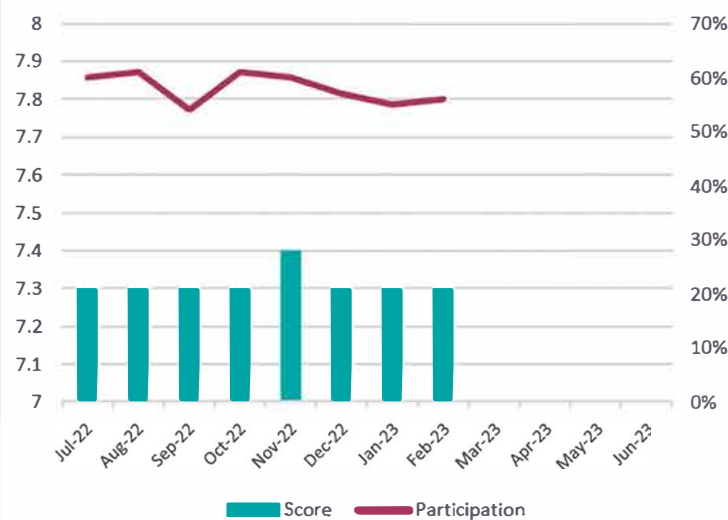
The 9% increase in EAV despite a decrease in quantity is due to the high value of international televised content produced by the visit. The quality and value of international media is significant and the highest since America's Cup & post-COVID-19 lockdowns.

## Organisation and Social Enterprise

Culture and Values	ICT Enhancement
<ul style="list-style-type: none"> <li><b>Communication</b> of the Tātaki Auckland Unlimited purpose and values is <b>on-hold</b> pending clarity on annual planning processes.</li> </ul> <p>S7(2)(f)(i),(i) LGOIMA 1987</p>	 <ul style="list-style-type: none"> <li>The <b>data and integration platforms</b> continue to be delivered in line with the City Wide Calendar and Digital Auckland Hub timeline requirements.</li> <li><b>SAP migration</b> for NZMM and integration with Ungerboeck scoping in progress.</li> </ul>
Commercial Revenue & Partnership Strategy	Project Synergy
<ul style="list-style-type: none"> <li>Work underway to implement a fit-for-purpose <b>sponsorship approach</b> that supports diversification of revenue streams, which can be flexibly applied across both public and private sectors.</li> <li> Implementation requires a change in thinking and behaviour to take a TAU approach to grant applications and investigation into the benefits of a new commercial business unit to support this change and the sponsorship approach.</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.</li> </ul> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> <li><b>Marketing &amp; Communications Creative Operations</b> activity to identify new ways of working for the Marketing &amp; Communications team is underway – workshops with team members held, and a suggested operating model drafted. Next steps to review and update the process and associated documentation for event campaigns on track to start in March.</li> <li><b>Preparing for selection of CRM and eDM solutions</b> – requirements for CRM and eDM to be finalised in February and procurement plan and RFP documentation underway. Customer strategy engagement underway. <b>Change impact analysis</b> commenced to understand and plan for change impact on staff.</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 delivered by 1 July. Ongoing BAU activity will complete the activities for further uplift. Uplift will be delivered through consistent procurement processes and supplier contracts, activities to improve current bar / retail performance (in conjunction with external partner Spotless), </li> <li><b>Increased venue use</b> implementation activities underway – includes potential set up of centralised event sales, planning and delivery teams, increasing sales of events into venues through a single event booking and management system and streamlined planning and delivery of events through the use of a standard event management process.</li> </ul>



### OfficeVibe engagement score and participation



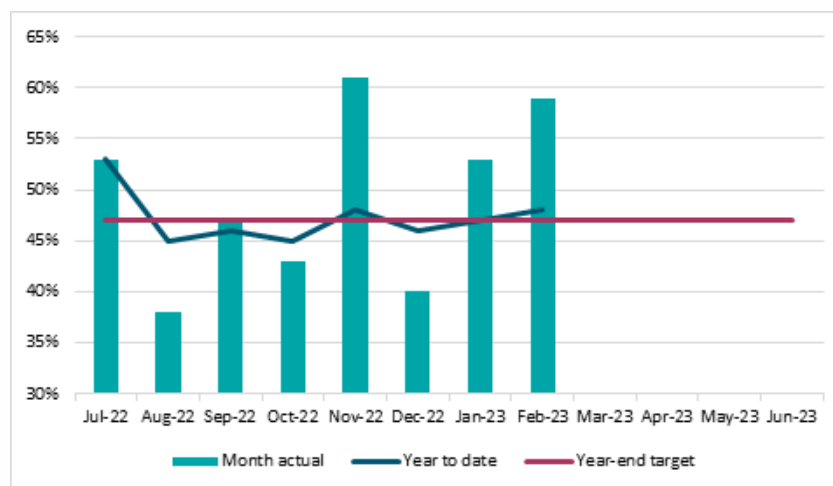
Participation  
increased  
slightly in Feb

### Cybersecurity posture



No cyber  
security  
breaches

### % expenses through non-rates revenue



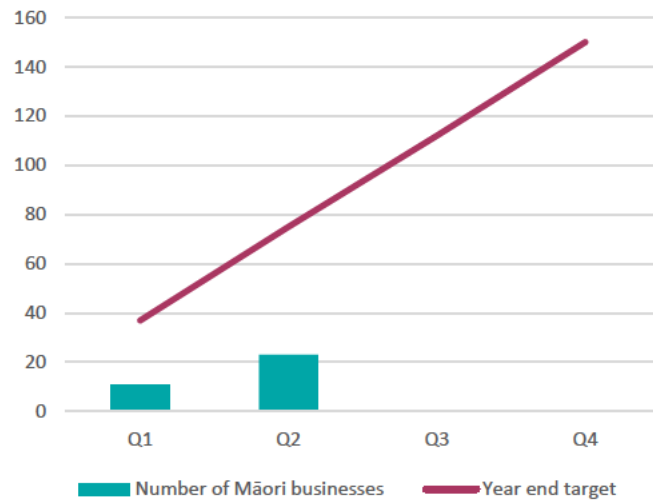
Year to date expenses through non-rates revenue were **on track** at the end of February

## 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>The Māori Outcomes Fund and Council enablement board have made this a <b>secondary priority for delivery</b>.</li><li>TAU remains committed to <b>identifying opportunities for employment</b>, access to events and our facilities for young people – rangatahi Māori.</li><li>Provided <b>marketing support</b> for Rangatahi Māori Youth event 7 March.</li></ul>		<ul style="list-style-type: none"><li><b>Te Matatini Festival 2023:</b> Successfully delivered. See overview slides in the Resource Centre.</li><li><b>Te Matatini promotion to cruise ships visitors:</b> Passengers were encouraged to attend Te Matatini. This included promoting the event on four cruise ships before they arrived in Auckland and on-ground promotion in Te Komititanga Square.</li><li><b>Māoriland Film Festival:</b> A small high-level delegation of Screen Auckland staff and Mana Whenua representatives will attend workshops and meet the producers of the Māoriland Indigenous Film Festival in Ōtaki 15-19 March. The delegation aims to strengthen the industry connection with Māori and the international indigenous film sector, and is part of our engagement strategy towards developing an indigenous film protocol/ kaupapa document in support of the Unitary Plan Change for Filming on Sites and Places of Significance to Mana Whenua.</li></ul>		<ul style="list-style-type: none"><li>TAU procurement has <b>exceeded the 5% Supplier Diversity target</b> and achieved 10.78% (Feb 2023) – mainly attributed to LTP Māori Outcomes investment channelled through TAU towards Te Matatini.</li><li>A two-month <b>secondment of a Principal Advisor for Māori Outcomes</b> has started to ensure the <b>FIFA WWC 2023 event</b> has a framework for contributing to the delivery of Māori Outcomes.</li><li>Development of <b>Henderson Creative Quarter plan</b> progressed with <b>agreement</b> between the <b>TAU project team and Te Kawerau a Maki</b> to formalise a partnership, giving effect to te Tiriti o Waitangi and detailing how this will work in practice. This is a major step forward, with long-term potential for economic transformation, “creativity and innovation” (one of te Kawerau a Maki’s stated values) for Mana Whenua, mataawaka and west Auckland more broadly.</li><li>Partnered with Whāriki for a <b>pakihi Māori campaign</b>, resulting in increased sales and engagement for Māori businesses featured.</li></ul>	
Kia ora te Reo   Te Reo Māori		Kia ora te Taiao   Kaitiakitanga		Kia ora te Hononga   Effective Māori Participation	
<ul style="list-style-type: none"><li><b>Council</b> has commenced a <b>review of the Te Reo policy and action plan</b>. TAU participated in the review, highlighting the roll out of a comprehensive and progressive commitment to bilingual signage and wayfinding, and bilingual patron/visitor announcement recordings in its theatre venues.</li><li>As part of a larger signage project, the <b>NZ Maritime Museum</b> installed its first signs in <b>Te Reo Māori</b>.</li></ul>		<ul style="list-style-type: none"><li>Aerospace Auckland and Waipapa Taumata Rau – The University of Auckland have identified <b>Māori as a key partner for inclusion</b> in the fledgling <b>space sector industry</b> in Tāmaki Makaurau. A proposal to support dialogue on the challenges and opportunities for kaitiakitanga is an anticipated outcome with TAU playing a <b>facilitation role</b>.</li></ul>		<ul style="list-style-type: none"><li>TAU has <b>advocated to MBIE</b> for the <b>inclusion of Mana Whenua</b> in the development and implementation of the Advanced Manufacturing Industry Transformation Plan.</li></ul>	
		Kia Hāngai te Kaunihera   An Empowered Organisation			
		<ul style="list-style-type: none"><li><b>Tātaki Kaimahi Māori Network</b> Launched 8 March. This aligns to our Council whānau strategic employment goal of increasing the recruitment, retention, and employment of Māori employees.</li><li>Offered as part of the Te Ao Māori for Professionals programme, three two-hour <b>workshops for kaimahi on Te Tiriti o Waitangi</b> and its relevance in a modern context were successfully delivered in March, with extremely positive feedback from participants.</li></ul>			

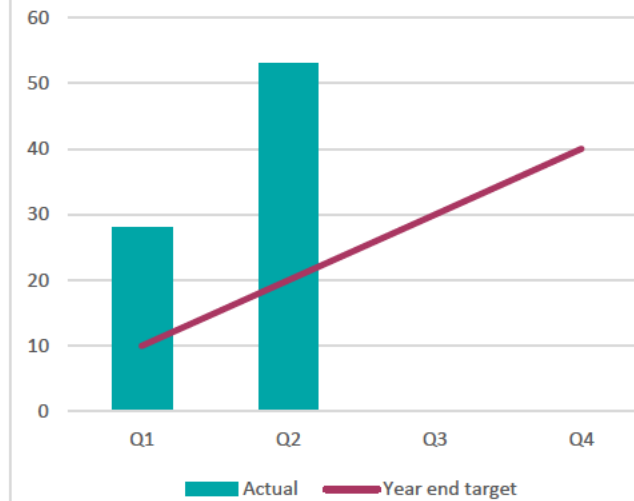
## KPI RESULTS

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



Result reported quarterly  
Although **currently low**, this number is **expected to grow significantly** across the year as programmes roll out as planned

### 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**

## 4. Schedule of Appendices

- Cybersecurity Dashboard (Monthly)
- Project Synergy Update (Monthly until completion)
- FIFA Women's World Cup 2023 (Monthly until completion)
- Digital Auckland Update (Monthly until completion)
- Commercialisation of Media Assets Status Report (Monthly until completion)
- Te Matatini overview slides (One-off)

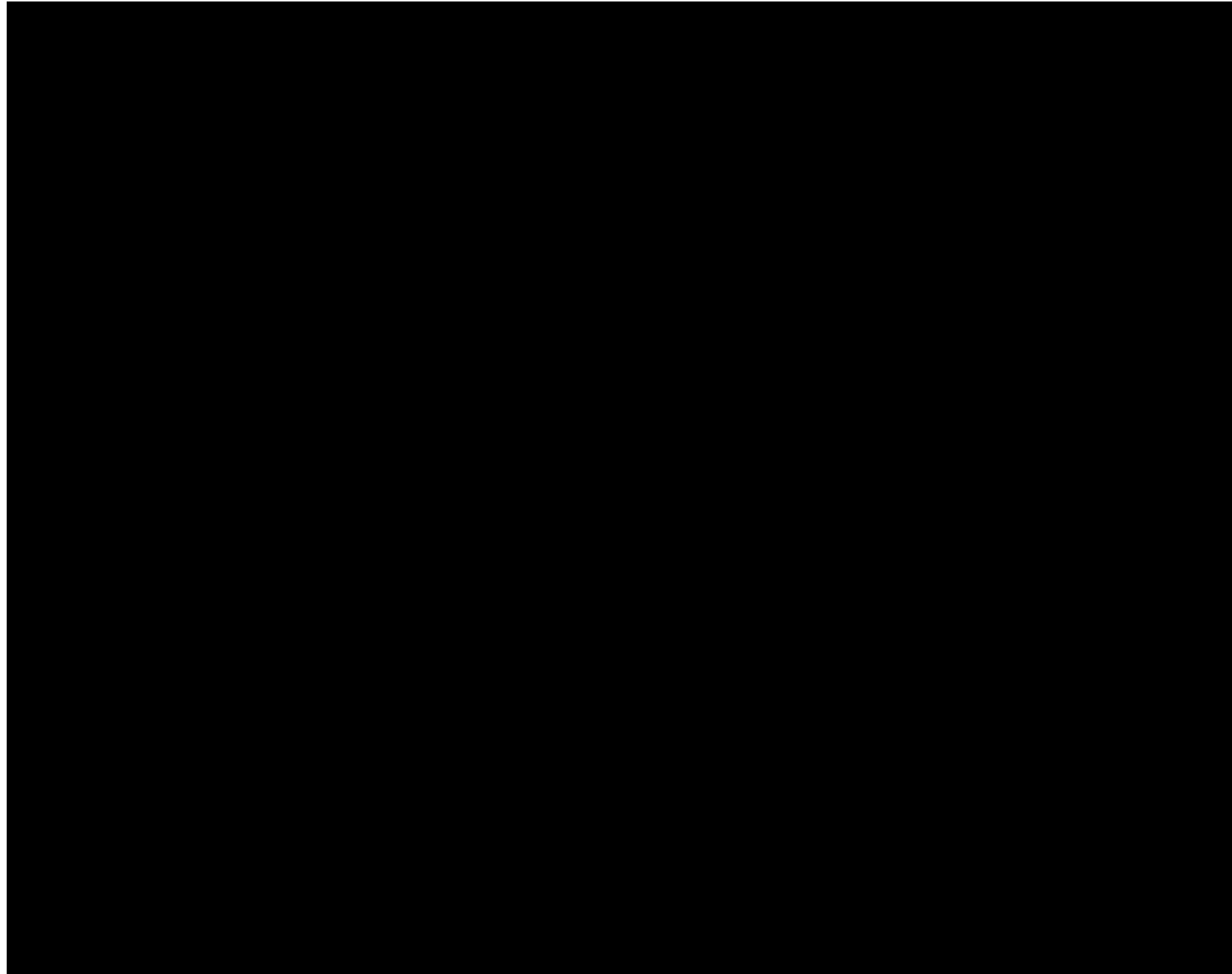
## 5. CE sub-reports in Resource Centre

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

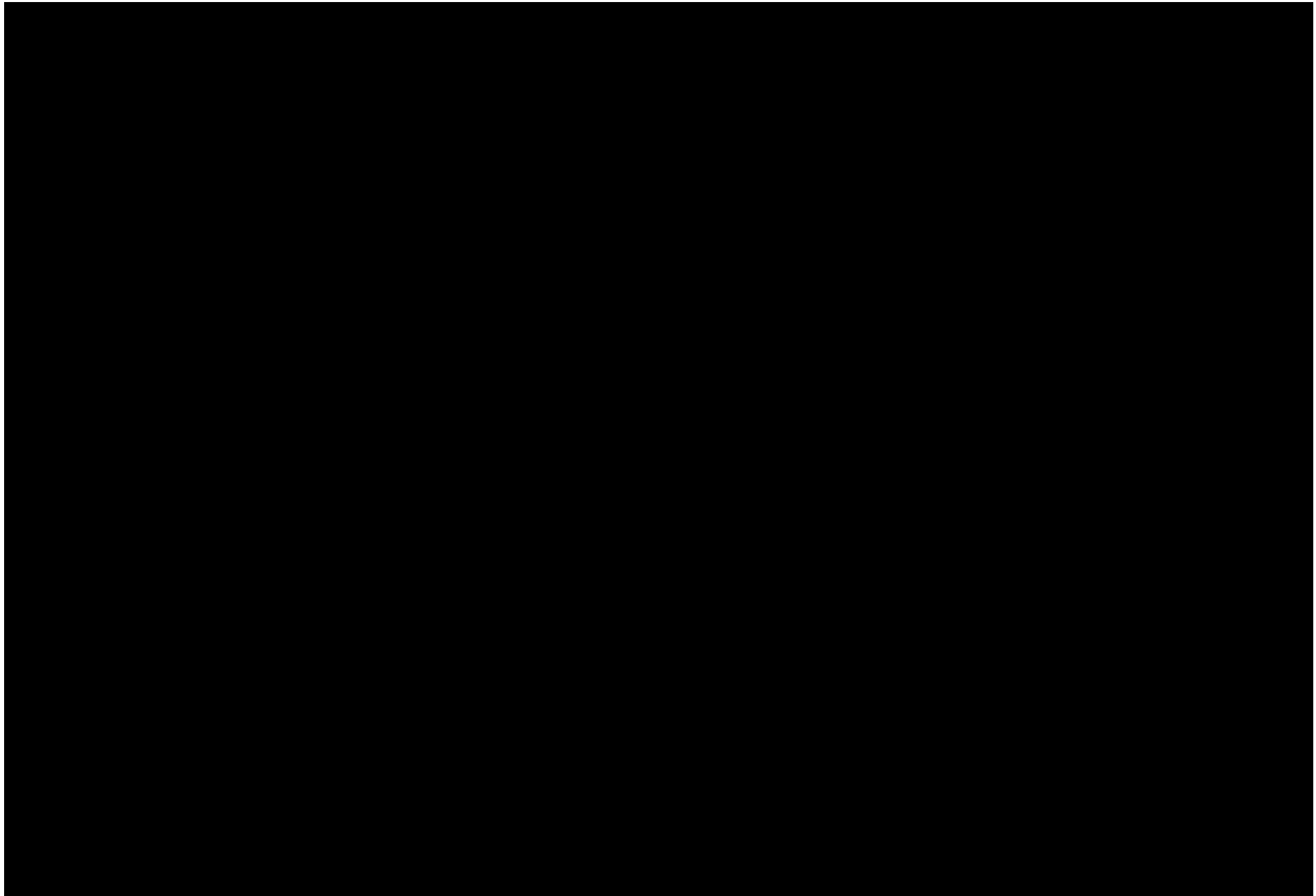


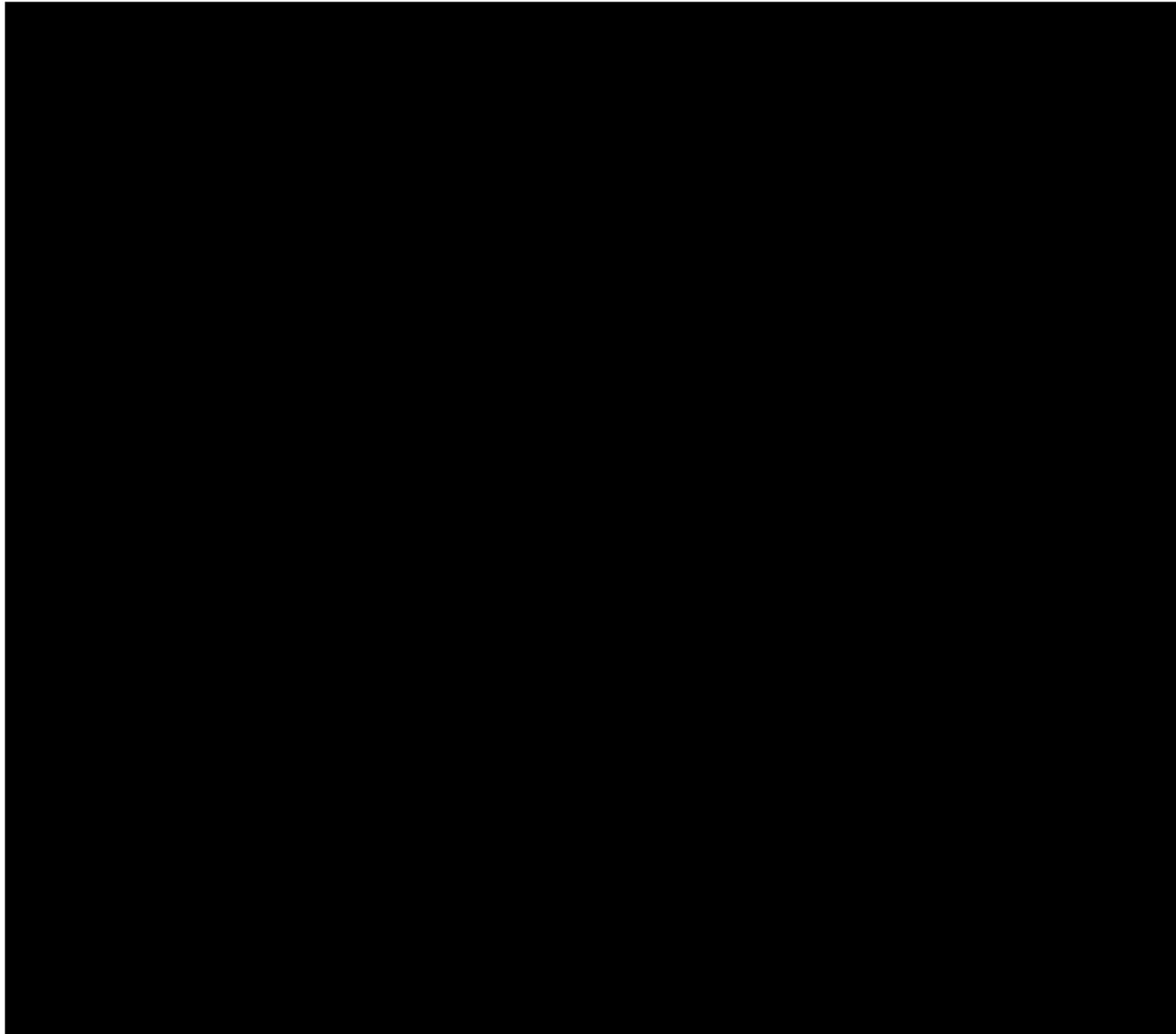


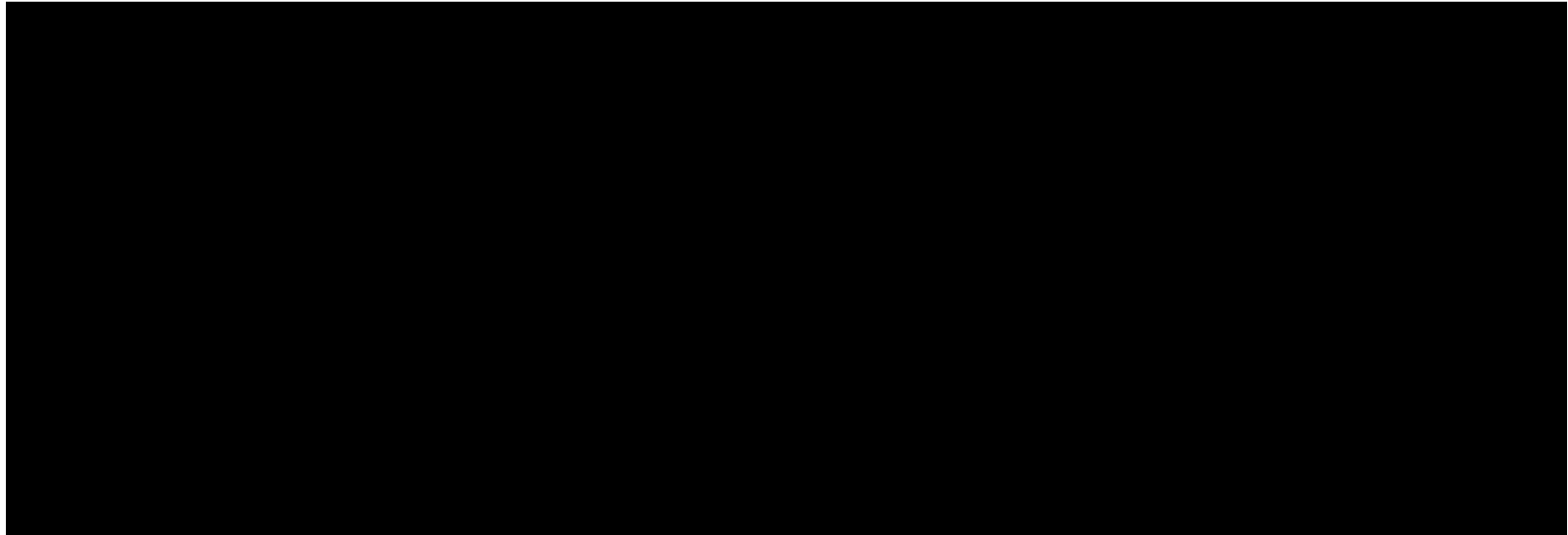












S7(2)(f)(i),(h),(i) LGOIMA 1987



## Tātaki Auckland Unlimited & Te Matatini 2023

Te Matatini 2023 was “a huge success.”\*  
Ngā Ana Wai Eden Park welcomed a significant number of festival attendees across the four days. Broadcast viewing on TVNZ+ and other platforms exceeded expectations, and engagement on social media and online was high.

\*Carl Ross, Chief Executive, Te Matatini



## Tātaki Auckland Unlimited & Te Matatini 2023

Tātaki Auckland Unlimited used its experience in delivering major events to:

- **Manage the funding** received from the Council's Māori Outcomes fund
- **Manage the agreements** with Te Matatini and Tāmaki Makaurau Senior Kapa Haka Society to ensure that the Council's investment added value and created positive impacts, outcomes, and legacy benefits for Māori and for Tāmaki Makaurau.
- **Amplify the promotional reach and service delivery through advisory services** working with Te Matatini, Tāmaki Makaurau Senior Kapa Haka Society (kapa organising responsibility) and Ngāti Whatua Ōrakei (host iwi).
- Support the **development of the volunteers programme** and deliver legacy benefits of tools and infrastructure for future events.
- **Deliver the *Haka is Here* promotion campaign**, working closely with Te Matatini and stakeholders to highlight the festival, and manaaki our manuhiri.
- **Coordinate the Council whānau support** and contributions to Te Matatini including free public events and activations across Tāmaki Makaurau.
- **Partner with Whāriki Māori Business Network** to fund a pakihi Māori Te Matatini campaign that resulted in increased sales and engagement for the Māori businesses that featured in the campaign.





## Te Matatini 2023 in numbers

45

competing kapa haka rōpū  
from across Aotearoa

2,250

kaihaka & their  
support crews

Forecast  
30,000

spectators across the week  
at Ngā Ana Wai Eden Park\*#

**Te Matatini TikTok** channel  
saw a 9000+% increase in  
followers over the festival  
week,

2.5m+

broadcast viewers on  
TVNZ+ and TVNZ 2

87.33%

increase in broadcast  
viewership on previous festival

400+

volunteers

1.6m

likes and one video had almost

5m

views

Over  
5.5m

digital content impressions  
for *Haka is Here* campaign

More than  
1.6m

views of *Haka is Here* video

160

stall holders across  
five marketplace  
'villages'

Forecast visitor and event-  
related expenditure in the region  
\$20.39m\*

\* Final post-event reporting from Te Matatini Society is due in April. # Forecast from Angus & Associates interim economic impact report 2021.

# Monthly operating performance



## Operating performance trend

\$ million		FY 23 YTD			Full year
	Notes	Actual	Updated budget	Variance	Updated budget
<b>Net direct expenditure</b>	<b>A</b>	<b>74.7</b>	<b>79.1</b>	<b>4.4</b>	<b>124.9</b>
<b>Direct revenue</b>	<b>B</b>	<b>78.9</b>	<b>64.2</b>	<b>14.7</b>	<b>89.6</b>
Fees and user charges		33.5	31.5	2.0	46.8
Operating grants and subsidies		24.7	14.7	10.0	17.2
Other direct revenue		20.7	18.0	2.7	25.6
<b>Direct expenditure</b>	<b>C</b>	<b>153.6</b>	<b>143.3</b>	<b>(10.3)</b>	<b>214.5</b>
Employee benefits		55.0	57.5	2.5	87.6
Grants, contributions and sponsorship		23.9	17.7	(6.2)	21.6
Other direct expenditure	<b>D</b>	74.7	68.1	(6.6)	105.4
<b>Other key operating lines</b>					
Vested assets	<b>E</b>	1.5		1.5	
Depreciation and amortisation	<b>F</b>	36.2	30.1	(6.1)	45.5
Capital grants to Partners		0.6		0.6	
Finance costs		(0.1)		0.1	
Net interest expense		(0.4)		0.4	(0.1)



## Capital investment trend

<b>Capital expenditure (incl AFS)</b>	<b>G</b>	<b>34.8</b>	<b>52.7</b>	<b>17.9</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.