

Board Meeting Agenda (public)



9.00 a.m. Wednesday 30 November 2022

Te Pokapū Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
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		
3	Confidential and Public Minutes 26 October, Confidential Minutes 3 October ¹ and 14 October ² and Action Tracker ³	To Approve	T & C		
BOARD AND BOARD AND CE ONLY TIME					
4	Board Only Time	To Discuss	T & C	9.05 a.m.	55 mins
5	Board and CE Only Time	To Discuss	T &C		
JOINT BOARD AND DESTINATION COMMITTEE MEETING					
6	Joint Board and Destination Committee Meeting, Nick Hill and Norm Thompson	To Discuss	C	10.00 a.m.	1 hour
CE REPORT AND PERFORMANCE REPORT					
7	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ⁴ 3. Health and Safety Report (RC) ⁴ 4. Capital Programme (RC) ⁴ 5. Climate Innovation Dashboard (RC) ⁴ 6. Digital Auckland Update (RC) ⁴ 7. Project Synergy Update (RC) ⁴	To Discuss	T & C	11.00 a.m.	1 hour
Lunch				12.00 p.m.	30 mins
SIGNIFICANT STRATEGIC MATTERS					
8	TAU ICT Infrastructure ³ , Nick Hill	To Note	T & C	12.30 p.m.	45 mins
9	Single Stadium Operator Auckland Project Verbal Update, Malcolm Lawry	To Discuss	C		
10	Auckland Film Studios Update ³ , Pam Ford and Malcolm Lawry	To Discuss	C		

¹ S7(2)(b)(ii),(c)(i),(f)(i),(g),(h),(j) LGOIMA 1987

² S7(2)(f)(i),(h) LGOIMA 1987

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁴ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda (public)

OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
11	TAUL Annual Report ⁴ , Justine White	To Approve	C	1.15 p.m.	1 hour 45 mins
12	Major Events Business Cases ⁵ , Richard Clarke 1. Business Case 1 2. Business Case 2	To Approve	C		
13	Auckland Art Gallery Toi o Tāmaki Exhibition Business Case ⁵ , Kirsten Lacy	To Approve	T		
14	Project Ikuna Supplier Contract Extensions ⁵ , Matt Padernal	To Approve	C		
15	Manned Security Services Procurement ⁵ , Mark McGregor	To Approve	T & C		
16	Board Committee Membership and Board Committee Meeting Dates ⁶ , Tim Kingsley-Smith	To Approve	T & C		
CAPITAL PROGRAMME					
17	Capital Programme Business Case ⁷ , Aotea Switchboard Replacement, Paul Tyler	To Approve	T	3.00 p.m.	30 mins
18	Aotea Precinct Emergency Power Generation Project ⁷ , Paul Tyler	To Approve	T		
19	Auckland Art Gallery Heritage Project ⁷ , Paul Tyler	To Approve	T		
20	Capital Programme Budget Reprioritisation ⁷ , Paul Tyler	To Note	T & C		
	Close of Meeting			3.30 p.m.	

⁵ S7(2)(b)(ii),(f)(i),(h),(i) LGOIMA 1987

⁶ S7(2)(f)(i) LGOIMA 1987

⁷ S7(2)(f)(i),(h),(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
Jennah Wootten	Acting 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) 		<ul style="list-style-type: none"> 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)	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) Hawaiki Tū Foundation (Trustee) TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> General Manager Creative Northland Advisor Te Hua o te Kōwhiri 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

Jen Rolfe	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).
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) • Kamara Consulting Limited (Director and Shareholder) • SkyCity Entertainment Group (Shareholder)) 		
Dan Te Whenua 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) • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Ngā Whaotapu (Trustee) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Stanmore Bay Primary School (Trustee) • Indigenous Growth Limited (Advisory Board Chair) • Innovation Programme for Tourism Recovery (Advisory Panel Member) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) • Sarcoma Foundation NZ (Board member) • Child Cancer Foundation (Board member) • Ronald McDonald House (Board member) • Innovation Programme for Tourism Recovery Advisory Panel (Member) • Tourism Innovation Hub Development Advisory Group (Member) 		

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

BOARD MEETING (open)

HELD ON: Wednesday 26 October 2022 at 9.00 a.m.

AT: Waihorotiu Room, Te Pokapu Aotea Centre, Auckland

PRESENT: Jennah Wootten Acting Chair
Carol Cheng
Dan Walker
Alastair Carruthers
Fabian Partigiani
Jen Rolfe

APOLOGIES: Mark Franklin Chair
Hinū Te Hau

ATTENDED: Graeme Stephens Observer
Sarah Johnson-Smith CCO Governance
Jenny Solomon Board Intern

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

James Robinson Head of Strategy and Planning
Malcolm Lawry GM Commercial and Business Development
Paul Tyler GM Capital Programme
Chris Simpson Head of Major Events
Tim Kingsley-Smith Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

The Acting Chair opened the meeting, a karakia was recited, and the apologies of Mark Franklin and Hinū Te Hau were noted.

The Acting Chair welcomed Graeme Stephens to Tātaki Auckland Unlimited (TAU) and noted that he will be attending the meeting as an observer before taking up his position as a TAU Director.

The Board requested that Management provide a summary of the Local Government Official Information and Meetings Act information request regime. **(ACTION POINT)**

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.

James Robinson joined the meeting.

3. STATEMENT OF INTENT PERFORMANCE FOR YEAR ENDED 30 JUNE 2022

Nick Hill spoke to the paper.

- The Board provided feedback on the SOI performance summary and queried the climate change KPI.
- Management noted that currently, the climate change KPI is subject to changes to definitions which can result in changes to the elements that make up the KPI. Variability of the measure will decrease over time as understanding increases and definitions become settled. The formal TAU Annual Reports provide commentary on the measure, how it has changed, and the impact on the TAU KPI.

James Robinson left the meeting.

4. CE REPORT

Nick Hill spoke to the paper.

Improving Visitation

- Management noted that TAU is strongly focussed on driving attendance at its venues and events. Aided by the recent opening of new attractions, Auckland Zoo visitation is at record levels and the newly opened Frida Kahlo exhibition at Auckland Art Gallery Toi o Tāmaki recorded the highest ever opening visitation of any Gallery exhibition. Recent events at Mt. Smart and Western Springs have also been well subscribed. However, attendance at events across the organisation remains variable and many event providers are still struggling with significant costs and logistics issues in New Zealand and globally.
- The Board noted that TAU and Auckland are not immune to current global trends in the events sector. Globally, the events sector is facing increased costs and uncertainty that is translating into increased risk in the post-COVID era.

ICT Infrastructure

- The Board and Management discussed TAU's ICT infrastructure and Council's shared services. [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

Recent Fire at AFS and H&S incident at NZMM

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

- Management updated the Board on the recent fire at AFS and noted that the Risk Committee was given a full update at its recent 17 October meeting. The fire was quickly contained, and

the limited amount of damage is likely to be rectified without delaying the works at AFS. While the contractor undertaking the works is the primary PCBU on the site, TAU is still a PCBU and therefore shares responsibility for health and safety at the site.

- [REDACTED]
[REDACTED]
[REDACTED] S7(2)(f)(i) LGOIMA 1987
- Management updated the Board on a recent health and safety incident regarding the canon at the New Zealand Maritime Museum (NZMM). A staff member was injured when the canon “backfired” during the regular midday firing of a blank at the NZMM. The injury sustained was not serious, and the incident is a non-notifiable event [REDACTED]
[REDACTED] The incident investigation is ongoing, and the findings will be reported to the Risk Committee in due course.

FIFA Women’s World Cup Draw

S6(a), S7(2)(f)(i) LGOIMA 1987

- The Board acknowledged the successful FIFA Women’s World Cup draw recently held at the Aotea Centre and facilitated by TAU. The event went well and the benefit of TAU’s teams working together within one structure shone through. The football teams drawn to play matches in Auckland will provide a significant economic boost to the city and the Auckland Conventions Bureau will be providing ongoing support to FIFA and the teams.

Climate Connect Aotearoa

- Management noted that Climate Connect Aotearoa, TAU’s climate innovation hub, was successfully launched last week and represents a lot of hard work and a significant landmark for TAU. The Board congratulated Management for the successful launch.

The Board **noted** the CE Report.

The ELT left the meeting and Paul Tyler joined the meeting.

5. CAPITAL PROGRAMME PRESENTATION

Paul Tyler presented to the Board.

The Board **thanked** Management for the presentation.

Paul Tyler left the meeting and Helen Te Hira joined the meeting.

6. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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

7. SOUTHERN CORRIDOR FUTURE ECONOMY UPDATE

Pam Ford presented to the Board

The Board **thanked** Management for the presentation.

Pam Ford left the meeting and Richard Clarke and Chis Simpson joined the meeting.

8. MAJOR EVENTS STRATEGY UPDATE

Richard Clarke and Chris Simpson spoke to the paper.

- [REDACTED]
 - [REDACTED]
- S7(2)(f)(i),(h),(i) LGOIMA 1987
- The Board requested that Management continue to firm up financials and GDP/visitor projections and return to the Board in November or January for further discussion.

The Board **noted** the Major Events Strategy update.

Richard Clake and Chris Simpson left the meeting and James Robinson joined the meeting.

9. CONFIDENTIAL AND PUBLIC MINUTES 31 AUGUST 2022 AND ACTION TRACKER

Subject to several minor amendments, the Board **approved** the 31 August 2022 as an accurate record of the meeting and **noted** the Action Tracker.

10. Q1 PERFORMANCE REPORT

Nick Hill and James Robinson spoke to the paper.

- The Board queried the NPS KPI. Management noted that one event at Mt. Smart (the “Listen In” event) was poorly received by the audience for a number of reasons including a temporary pause in show for health and safety reasons, logistics issues, and weather-related issues. The team taking the lessons from this event on board. This one poor result has had a significant negative impact on the overall NPS score year to date. However, it is expected that this impact will be significantly diluted across the full year.

The Board:

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

James Robinson left the meeting and Lynn Johnson joined the meeting.

11. Q1 RISK REPORT TO COUNCIL

The Board **approved** the TAU Q1 FY22/23 report to the Auckland Council Audit and Risk Committee.

12. REMUNERATION COMMITTEE CHARTER

Lynn Johnson spoke to the paper.

- Management noted that the organisation’s remuneration is externally benchmarked every two years.
- The Board noted that Board Committee membership will be discussed at the next Board meeting.

Subject to one amendment, the Board **approved** the Remuneration Committee Charter.

The ELT joined the meeting.

13. OTHER BUSINESS

The Acting Chair noted that Fabian Partigiani will retire as a TAU Director shortly following his two terms on the Board of RFA and TAU coming to an end. Highlights of Fabian's time at TAU include chairing the Capital Projects Committee, overseeing the successful SE Asia development at Auckland Zoo, and being one of the transitional board members that oversaw the amalgamation of RFA and ATEED to form Tātaki Auckland Unlimited.

Fabian thanked the Acting Chair, the Board and Management and wished TAU all the best for the future.

14. MĀORI COMPETENCY TRAINING

The Board undertook a Māori Competency training course.

The meeting ended at 4.34 p.m.

Confirmed as a true and correct record of the meeting of 26 October 2022:

Chair

Date

Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 30 November 2022

1. Introduction

This month, Tātaki Auckland Unlimited mourned the sudden passing of our Board Chair Mark Franklin. Mark's passion for people, for a thriving Tāmaki Makaurau Auckland, and for excellent and inclusive governance was an inspiration and powerful motivation to the Tātaki Auckland Unlimited leadership team. His legacy lives on in the organisation he did so much to help create. Our thoughts and aroha were passed on to Mark's whānau.

We have appeared twice before the Mayor and Councillors to explain our work and to discuss potential budget scenarios. We expect to receive a Letter of Expectation by mid-December which will provide direction for business planning in FY23-34.

Meanwhile, the organisation continues to focus on rebuilding attendances and visitation against a background of COVID and city centre safety cautiousness, resourcing challenges with illness, disrupted event calendars and increasing costs. We are largely performing ahead of targets as we approach half year. However, we are aware of increasing pressures on staff and looking to moderate demand and monitor individual workloads.

[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 S7(2)(f)(i),(i) LGOIMA 1987	Insights from an assessment of progress on the plan's commitments are being collated for broader contribution and commentary from across TAU. Kia ora Te Umanga – the Māori Economic Focus priority has been workshopped in partnership with CCOs and relevant Council family staff to establish a new funding focus from the Council Māori Outcomes Fund. [REDACTED] [REDACTED] [REDACTED]	An updated Plan with streamlined priorities will be communicated for approval to ELT in December. New funding model will be applied to the continued development of the Māori Economic Development Action Plan. [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Single Operator Stadiums Auckland (SOSA): Responding to CCO Review recommendation. S7(2)(b)(ii),(f)(i),(h),(i) LGOIMA 1987	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	

Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning. S7(2)(f)(i),(h),(i) LGOIMA 1987	<div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████</div>	<div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████</div>	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Council's fiscal position means this project will remain at the inception stage for the foreseeable future.	Session planned before end of year to align aspirations with any possible future review of Council's Aotea Arts Quarter Framework and Te Waihorotiu Valley (midtown) programme.	
Auckland Film Studios: Sale of AFS and reinvestment of proceeds. S7(2)(b)(ii),(f)(i),(h),(i) LGOIMA 1987	<div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████</div>	<div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div> <div>████████████████████</div>	
APTR Funding Gap: Future funding for regional visitor economy work including major events.	A workshop was held with a variety of industry stakeholders on 2 November to discuss the implications of a funding gap and compare the merits of a number of solutions. Engagement from the participants was positive.	It is acknowledged that it is not feasible to have a long-term funding solution in place before the beginning of the next FY and an interim solution is being scoped alongside the long-term solution.	
Climate Connect Aotearoa: Climate innovation hub focused on pathways towards de-carbonising and building resiliency for Auckland's economy.	With the hub now launched, the team is developing the first challenge within the energy priority. This programme will formally kick off at the start of December. The hub's Senior Māori Advisor has been leading a strategic assessment of initiatives to support Māori outcomes. The proposal is aligned with Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.	Continuous development on the website element of the Knowledge Hub, in collaboration with partners, including AUT, UOA, RIMU and CSO. This includes the launch of a 'Knowledge Map' and the development of a mātauranga Māori pillar. An industry climate challenge identification questionnaire is to be sent out.	
Digital Auckland: A new digital content, engagement and transactional platform supporting great online experiences for Aucklanders and visitors across the region.	Design 90% complete Tone of voice guidelines in approval Design agency Alpherio handing over to build agency AKQA Build has commenced including server environment, header & footer Content creation pipeline and user stories have commenced Planning server side GA4 tracking SEO agency submissions in review	User testing of naming conventions Confirm measurement framework First drop due before year end Soft launch Feb / Mar Market launch Apr / May	
City wide Events Calendar: Single events calendar across TAU, council and regional events.	Ongoing internal TAU engagement re existing systems and transition/alignment to single	Industry engagement on requirements for internal facing industry calendar (i.e. non-public facing).	

	process for City Wide Events Calendar to allow automated process.		
Project Synergy: Improving the end-to-end venue and event management value chain.	8-week focus period through to 20 December in progress, good buy-in being received across the different rōpū and business units engaged. Positive early indications from Commercial Revenue Strategy and Food and Beverage Strategy re increased revenue and cost efficiency opportunities.	Presentation of Phase 1 outcomes and recommendations pre year end.	

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 Year's Eve and Elemental AKL. 42,000 attended final of Rugby World Cup (a world record). 11,000 participated in Auckland Marathon. 			
FIFA Women's World Cup 2023		<ul style="list-style-type: none"> Funding agreements for contributions to the Auckland training venue upgrade programme MBIE (\$4 million) and Sport NZ via NZ Football (\$2.2 million) signed. A pōwhiri was delivered on behalf of the Crown and Council to welcome FIFA's international guests to the Draw, with all operational and leverage targets achieved. The Draw event was successfully delivered at the Aotea Centre on 22 October. 80+ site visits took place to 12 training and match venues (including North Harbour Stadium) by team delegates in the week following the Draw. 			
KPIs	Actual YTD	Budget /Target YTD	Variance	Comment	Status
NPS: Auckland Live	44.3	40	+4.3		
NPS: Auckland Stadiums	-22.1	40	-62.1	Result includes poor result for Listen In (-57). Expected to significantly improve over coming months to align with target by year end.	
Number of Events (ALAC)	413	396	17	For the November/December period, no new short lead enquiries taken due to reaching event delivery capacity with current team.	
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ALAC Attendance	269,736	490,068	-220,332	Mix of content in venues and soft consumer interest has resulted in below-budget audiences.	

Ticketed Attendance (SOI KPI)	Actual to end Oct	Target to end Oct	Variance	Comment	
Auckland Art Gallery	21,950	25,539	-3,589		

Auckland Live	248,136	161,574	86,562	Data is ticketed attendance as per SOI KPI measure.	
NZMM	22,179	27,803	-5,624		
Auckland Stadiums	120,518	56,488	64,030		
Auckland Zoo	266,450	232,378	34,072		
Total	679,233	503,782	175,451		

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
Visitor Economy	<ul style="list-style-type: none"> Hosted a fam of travel experts from California in partnership with Destination Queenstown and Auckland International Airport. Industry update held on 23 November. Progress towards Destination Management Plans continues with feedback continuing from local boards. 	
Tech & Innovation	<ul style="list-style-type: none"> Delivered first Tech Tāmaki Makaurau industry connect event in partnership with Spark Foundation and Te Matarau Māori Tech Association. 80 tech industry participants joined the quarterly session to learn about the strategic programme and the Te Au Hangarau research on the participation gap of Māori in the tech industry. Launched Tech Tāmaki Makaurau micro-website featuring industry news, research, and Auckland-wide tech events calendar. Auckland tech industry spotlight, and Tech Tāmaki Makaurau featured within TIN2022 report, with summary from Pam Ford, Director Investment & Industry. 	
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <p>Screen & Creative</p> <p>S7(2)(f)(i),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> Feedback from 12 hui with mana whenua being consolidated by Screen Auckland / Māori Outcomes project team for sharing with mana whenua. Industry consultation is underway on Govt review of the NZSPG (investment in screen via a rebate). TAU submission due in Dec. First location roundtable was held with industry. It was well received. Planning official opening of Auckland Film Studios new stages 9 Dec. Henderson Creative Precinct – vision doc, phased approach and engagement strategy progressed. 	

Brand and Reputation

Purpose: Tātaki Makaurau's brand and reputation enhance the vibrancy and prosperity of the region		
Strategic projects	Progress	Status
Auckland Brand	<ul style="list-style-type: none"> Refreshing <i>Summer is Calling</i> campaign (Jan – March). Collateral for new elected member inductions and briefings. 	
Destination marketing S7(2)(f)(i) LGOIMA 1987	<p><i>Auckland Live, Conventions</i></p> <ul style="list-style-type: none"> Marketing supported 50 commercial clients, six major campaigns (including Auckland Arts Festival, Kinky Boots and <i>Renaissance: The Age of Genius</i>) and ran eight Auckland Live marketing campaigns. <p><i>Major events</i></p> <ul style="list-style-type: none"> Te Matatini – Development of a creative look and feel [REDACTED] Work to ensure alignment and efficiency between TAU's and Te Matatini Trust's media plans. The sold-out RWC final at Eden Park was supported with social posts in the days prior and throughout match weekend. A RWC final ticket giveaway received 1064 entries over a 30-hour period. <p><i>Delivered events</i></p> <ul style="list-style-type: none"> The marketing and communications plan for Lantern Festival 2023 was developed, creative requirements were briefed; and NZME, the event media partner, was briefed. <p><i>Cultural organisations</i></p> <ul style="list-style-type: none"> The Robin White exhibition opened at Auckland Art Gallery on 29 October with a PR and marketing campaign rolling out across the commuter network, OOH, radio, digital and print. The Frida Kahlo and Chartwell campaigns continued in market this month with the Gallery's first foray into TikTok with marketing activity for Frida Kahlo. <p><i>Australia Marketing activity</i></p> <ul style="list-style-type: none"> The <i>Auckland is Calling</i> Australia tourism campaign is live in market to 18 November. Air New Zealand partnership activity runs to end November. Tourism New Zealand partnership ended 4 November. <p><i>Domestic Marketing Activity</i></p> <ul style="list-style-type: none"> The <i>Auckland is Calling</i> domestic marketing campaign has now ended and will be reporting next month. Iconic Auckland Eats: 100 dishes were launched 21 November through digital and PR channels. 	

KPIs	Sep	Oct	Comment	Status
Auckland Brand Home visits	1143	1042	Predominantly creative agencies and kaimahi.	
Download of brand assets	1725	1379	Downloads predominantly by creative agencies and kaimahi. Increase in CCO activity.	
Media coverage mentioning TAU	198	341	Significant increase (up 75%) again this month, attributed to major announcements, events, openings and exhibitions, particularly Frida Kahlo, Auckland Zoo's new opening of the South East Asia Jungle Track, and commentary related to Rugby World Cup and the local election. Cumulative potential reach of nearly 19 million, driven by high value stories in TV and print. 23 proactive/42 reactive media enquiries, 8 media releases sent.	
Equivalent Advertising Value of TAU media coverage	\$2.93m	\$3.94	Drove a 35% increase in EAV in October: backing up a 300% increase MOM in last month's report. Driven by high value coverage in TV and print media.	

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"> Discovery phase complete. Working Group Values Day held to identify six values territories. Moving into define and design phases: <p>Step 1: Wānanga (workshop) with Māori caucus to validate the Māori cultural principles that underpin Tātaki's leadership style and alignment to our documented Treaty obligations - complete</p> <p>Step 2: Wānanga (workshop) with design partners to synergise Māori cultural principles with values territories and develop bi-lingual values narrative, and kupu (words) including vision, purpose and values – complete</p> <p>Step 3: Executive review of up to four options to progress with one – early December</p> <p>Step 4: Wānanga (workshop) with design partners to develop visual design elements to enhance the overall narrative and values – mid December</p> <p>Step 5: Board endorsement – 25 January 2023</p> <p>Launch – 22 February 2023</p>			
ICT Enhancement	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>			
Metrics	Oct	Nov	Comment	Status
Engagement (Officevibe)	7.7	7.3	59% participation, up from 56% last month.	
	Actual	Target	Comment	Status

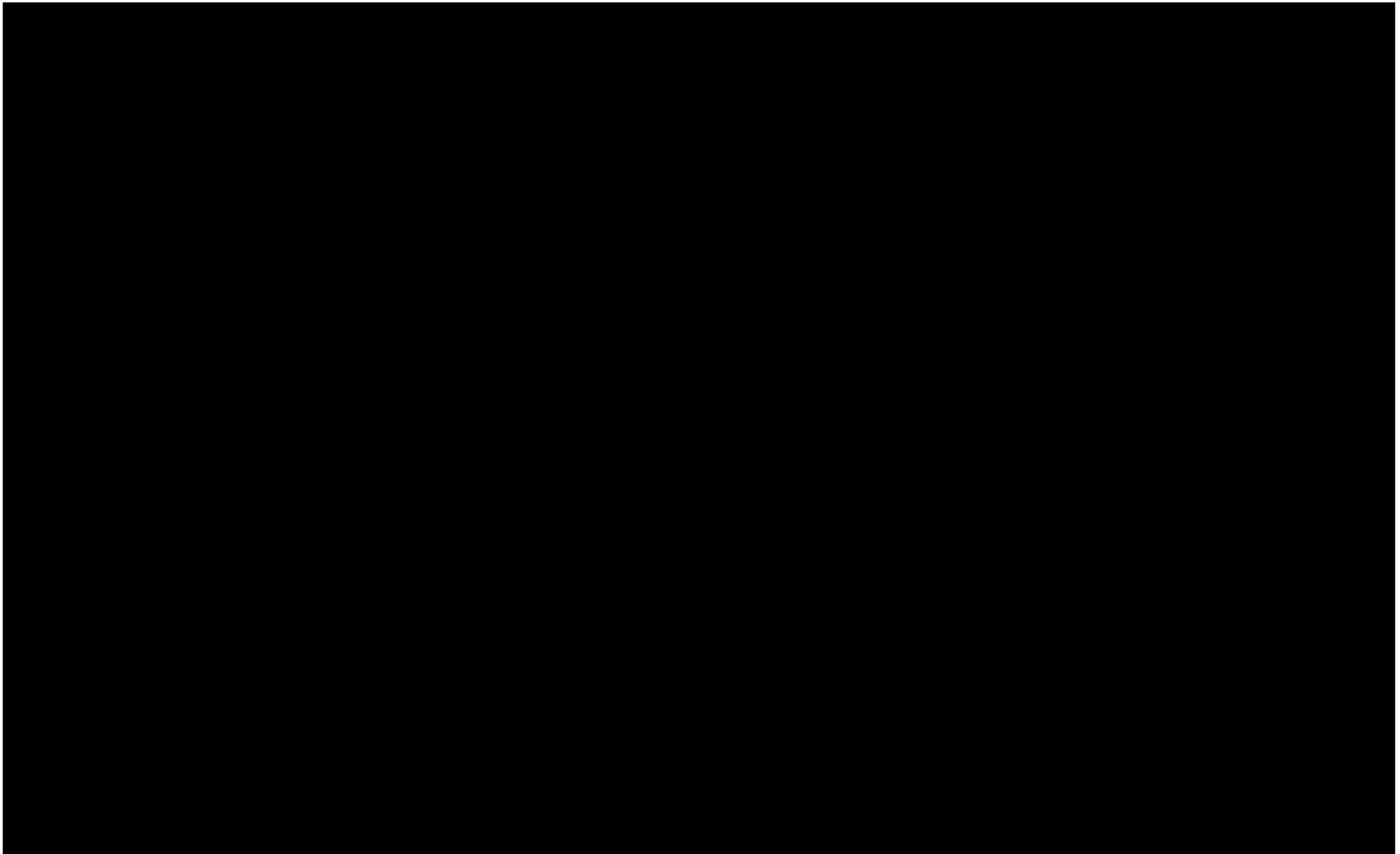
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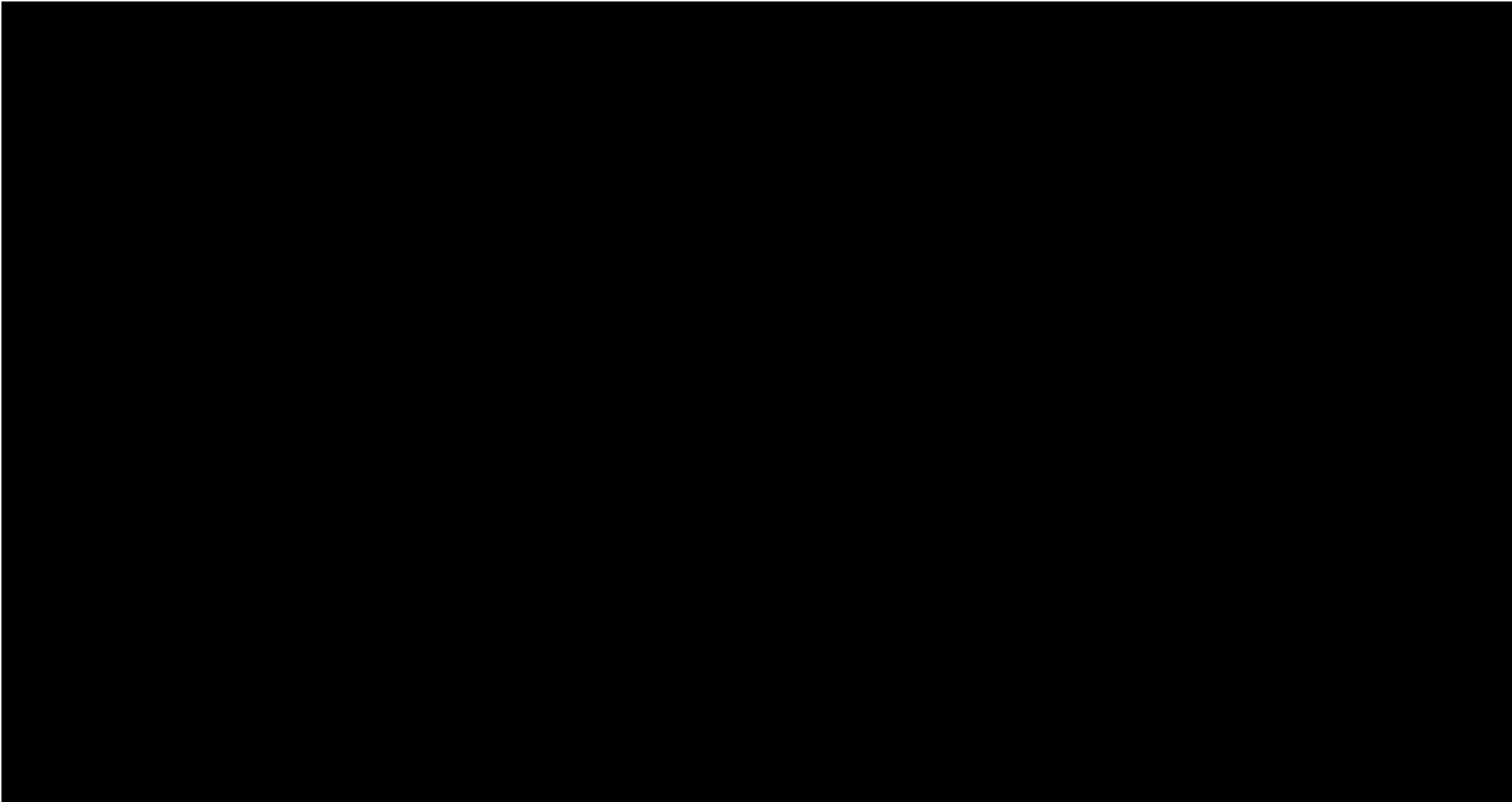
Cybersecurity posture	2.2	3.0	No cyber security breaches.	
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Social Enterprise				
Purpose: Generating a sustainable surplus to reinvest for social outcomes				
Strategic projects	Progress			Status
Commercial Revenue & partnerships strategy	<ul style="list-style-type: none"> Work is progressing to develop a fit-for-purpose partnership strategy that supports diversification of revenue streams, which can be flexibly applied across both public and private sectors. We are also continuing to explore viable alternative funding channels, including sponsorships, philanthropy grants, and venue utilisation through commercial events across the organisation. 			
KPIs	Year to date	Annual Target	Comment	Status
% expenses through non-rates revenue (SOI measure)	45%	47%		

4. Resource Centre Reports

- [Financial Performance Report](#)
- [Current Operational Risks Report](#)
- [Health and Safety Report](#)
- [Capital Programme Report](#)
- [Climate Innovation Dashboard \(bi-monthly\)](#)
- [Project Synergy Update](#)
- [Digital Auckland Update \(Action Point 3\)](#)





S7(2)(f) LGOIMA 1987

Monthly operating performance



Operating performance trend

\$ million	Notes	FY 23 YTD			Full year Budget
		Actual	Budget	Variance	
Net direct expenditure	A	38.5	39.3	0.8	122.4
Direct revenue	B	40.8	26.9	13.9	89.6
Fees and user charges		16.1	14.0	2.1	46.8
Operating grants and subsidies		13.2	4.7	8.5	17.2
Other direct revenue		11.5	8.2	3.3	25.6
Direct expenditure	C	79.3	66.2	(13.1)	212.0
Employee benefits		26.6	27.9	1.3	87.6
Grants, contributions and sponsorship		11.2	4.9	(6.3)	18.9
Other direct expenditure	D	41.5	33.4	(8.1)	105.5
Other key operating lines					
Vested assets	E	0.1		0.1	
Depreciation and amortisation		17.8	14.9	(2.9)	45.5
Finance costs					
Net interest expense		(0.2)		0.2	



Capital investment trend

Capital expenditure	F	18.2	34.9	16.7	73.1
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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.

B. Direct Revenue is favourable due largely to unbudgeted Activate and Reactivate Tamaki Makaurau grant funding and better than expected event and film revenues.

C. Direct expenditure is adverse due to unbudgeted Activate and Reactivate Tamaki Makaurau expenditure, increased cost of sales as a result of enhanced event revenues, costs to support elevated film revenues and Single Operator Stadiums Auckland costs.

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. The capital programme is below budget due to delays in securing labour as a result of the abundance of work in the market and extended business casing periods due to cost escalation.