

# Board Meeting Agenda (Public)



**9.00 a.m. Wednesday 31 August 2022**

Auckland Art Gallery Boardroom, Auckland Art Gallery Toi o Tāmaki, 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 27 July 2022 and Action Tracker	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTING					
4	CE Report, Nick Hill 1. Financial Performance Report <sup>1</sup> 2. Current Operational Risks (RC) <sup>2</sup> 3. Health and Safety Report (RC) <sup>2</sup> 4. Capital Programme (RC) <sup>2</sup>	To Note	T & C	9.05 a.m.	55 mins
SIGNIFICANT STRATEGIC MATTERS					
5	Single Operator Stadiums Auckland Project, Nick Hill <sup>3</sup>	To Discuss	T	10.00 a.m.	1 hour 30 mins
6	Strategic Plan and Project Synergy, Nick Hill <sup>2</sup>	To Discuss	T & C		
7	Tātaki Auckland Unlimited Engagement with the Tāmaki Makaurau Mana Whenua Forum, Helen Te Hira <sup>2</sup>	To Discuss	T & C		
8	Commercialisation of TAU Media Assets, Shelley Watson	To Discuss	T & C		
BOARD AND CE ONLY TIME					
9	Board and CE Only Time, Nick Hill	To Discuss	T & C	11.30 p.m.	30 mins
Lunch				12.00 p.m.	30 mins
OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
10	Q4 Performance Report, Nick Hill and Justine White <sup>2</sup>	To Approve	T & C	12.30 p.m.	1 hour 30 mins
11	Capital Programme: Business Case Approvals, Paul Tyler <sup>3</sup>	To Approve	T & C		

<sup>1</sup> S7(2)(f)(i) LGOIMA 1987 + financial reporting withheld due to NZX listing rules

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

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

# Board Meeting Agenda (Public)



OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY (cont.)					
12	Tātaki Auckland Unlimited Annual Reports, Justine White <sup>4</sup>	To Note	T		
13	Climate Innovation Hub Update, Pam Ford <sup>5</sup>	To Note	T & C		
14	Auckland Art Gallery Advisory Committee Appointment, Kirsten Lacy <sup>5</sup>	To Approve	T		
	<b>Close of Meeting</b>			<b>2.00 p.m.</b>	
TOUR OF AUCKLAND ART GALLERY TOI O TĀMAKI					
15	Board tour of Auckland Art Gallery Toi o Tāmaki, Kirsten Lacy			2.00 p.m.	1 hour
<b>Break</b>				<b>3.00 p.m.</b>	<b>15 mins</b>
JOINT BOARD AND AUCKLAND ART GALLERY ADVISORY COMMITTEE					
16	Joint Board and Auckland Art Gallery Advisory Committee meeting <ul style="list-style-type: none"> <li>Auckland Art Gallery Toi o Tāmaki Exhibition Strategy, Kirsten Lacy <sup>6</sup></li> </ul>			3.15 p.m.	

<sup>4</sup> S7(2)(f)(i) LGOIMA 1987 + financial reporting withheld due to NZX listing rules

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

<sup>6</sup> 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
Mark Franklin	Chair	<ul style="list-style-type: none"> <li>Precinct Management Limited (Director)</li> <li>Te Kuha General Partner Limited (Director)</li> <li>Aquaclear Dewatering Technology Limited (Director)</li> <li>Rangitira Developments Limited (Director)</li> <li>Stevenson Holdings Limited (Director)</li> <li>Stevenson South Island Limited (Director)</li> <li>Stevenson Group Limited (Director)</li> <li>Drury South Limited (Director)</li> <li>Stevenson Agriculture Limited (Director)</li> <li>Auckland Regional Chamber of Commerce &amp; Industry Limited (Director)</li> <li>Lochinver Station Limited (Director)</li> <li>Oteha Valley Investments Limited (Director)</li> <li>Cloudview Holdings Limited (Director)</li> <li>Stevenson Mining Limited (Director)</li> <li>Swimtastic Limited (Director)</li> <li>Allied Farmers Limited (Chair/Director)</li> </ul>		
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> <li>Cricket 2021 Limited (Director)</li> <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> <li>30 Madden Body Corporate (Chair)</li> </ul>		<ul style="list-style-type: none"> <li>Following the voluntary liquidation and dissolution of the Auckland Showgrounds (comprising the EMA and A &amp; P Society) Cornwall Park has appointed a new 12-month operator pending a review of the best use of the site and assets.</li> <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)	<ul style="list-style-type: none"> <li>Non-Executive Director</li> </ul>	<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>Q Theatre Limited (Trustee)</li> <li>TEC Workforce Development Council Services (Director)</li> </ul>	<ul style="list-style-type: none"> <li>General Manager Creative Northland</li> <li>Advisor Te Hua o te Kāwhiri Trust</li> <li>Advisor Manea Footprints of Kūpe</li> <li>Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally</li> </ul>	<ul style="list-style-type: none"> <li>On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU</li> </ul>
Fabian Partigiani	<ul style="list-style-type: none"> <li>Non-Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>Partigiani Consulting Limited (Director)</li> <li>3B&amp;P Family Trust (Trustee)</li> <li>Smartfood Limited (Chairman)</li> </ul>	<ul style="list-style-type: none"> <li>Consultant to Private Equity companies</li> <li>Consultant to individual businesses on business strategy, M&amp;A and operational improvements</li> <li>Red Shield Security Limited (CEO)</li> </ul>	<ul style="list-style-type: none"> <li>RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport.</li> </ul>
Jen Rolfe	<ul style="list-style-type: none"> <li>Non-Executive Director</li> </ul>	<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> <li>Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)</li> </ul>
Dan 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> </ul>		

		<ul style="list-style-type: none"> <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>• 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>• Tourism Innovation Hub Development Advisory Group (Member)</li> </ul>		
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Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jul-22</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> <li>Draft 2022 -2025 SOI</li> <li>Financial reporting for the year ended 30 June 2022</li> <li>Q4 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>	<ul style="list-style-type: none"> <li>Joint Board and Destination Committee meeting (27 July)</li> </ul>	<ul style="list-style-type: none"> <li>Risk Committee – 25 July</li> <li>Destination Committee – 27 July</li> <li>Board Meeting – 27 July</li> </ul>
<b>Aug-22</b>	<ul style="list-style-type: none"> <li>Q4 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Meeting Strategic Focus: Auckland Art Gallery Toi o Tāmaki</li> <li>Joint Board and Auckland Art Gallery Advisory Committee Meeting (31 August)</li> <li>Strategic Plan and Project Synergy</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 23 August</li> <li>Board Meeting – 31 August</li> </ul>
<b>Sep-22</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>Board Meeting Strategic Focus: Investment and Industry</li> </ul>	<ul style="list-style-type: none"> <li>Risk Committee – 12 Sep (Annual Report)</li> <li>Destination Committee – 21 Sep</li> <li>Board Meeting – 28 Sep</li> </ul>
<b>Oct-22</b>	<ul style="list-style-type: none"> <li>Public Board meeting - performance against SOI targets for Year Ended 30 June 2022</li> <li>Q1 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk Committee – 17 Oct</li> <li>Board Meeting – 26 Oct</li> </ul>
<b>Nov-22</b>	<ul style="list-style-type: none"> <li>TAUL Annual 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>Joint Board and Destination Committee meeting (30 November)</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 22 Nov</li> <li>Destination Committee – 30 Nov</li> <li>Board Meeting – 30 Nov</li> </ul>
<b>Dec-22</b>		<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>No Board Meeting</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>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Destination Committee – Jan</li> <li>Board Meeting – Jan</li> </ul>
<b>Feb-23</b>	<ul style="list-style-type: none"> <li>Financial reporting for the ½ Year ended 31 December 2022</li> <li>Q2 Performance Report</li> <li>Q2 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>Board Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Day – Feb</li> </ul>	<ul style="list-style-type: none"> <li>Risk Committee (½Y Acts) – Feb</li> <li>Board Meeting (½Y Acts.) – Feb</li> <li>Board Meeting – Feb</li> </ul>
<b>Mar-23</b>	<ul style="list-style-type: none"> <li>Annual Plan FY23/24</li> <li>Draft 2023 -2026 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Capital Projects Committee – March</li> <li>Destination Committee – March</li> <li>Board Meeting – 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 FY23-25</li> </ul>		<ul style="list-style-type: none"> <li>Risk Committee – April</li> <li>Board Meeting – April</li> </ul>
<b>May-23</b>	<ul style="list-style-type: none"> <li>Council CCO Oversight Committee visit to Auckland Unlimited (1 of 2) – May</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> </ul>		<ul style="list-style-type: none"> <li>Destination Committee – May</li> <li>Board Meeting – May</li> </ul>
<b>Jun-23</b>	<ul style="list-style-type: none"> <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 – June</li> <li>Board Meeting – June</li> </ul>



# BOARD MEETING (open)

**HELD ON:** Wednesday 27 July 2022 at 9.00 a.m.

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

**PRESENT:** Jennah Wootten Deputy Chair (meeting Chair)  
Carol Cheng  
Dan Walker  
Hinurewa te Hau  
Alastair Carruthers

**APOLOGIES:** Mark Franklin Chair  
Fabian Partigiani  
Jenny Solomon Board Intern

**ATTENDED:** Cr. Richard Hills Auckland Council  
Cr. John Watson Auckland Council  
  
Executive Team Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira director Māori Outcomes, Vincent Lipanovich Acting Director Cultural Organisations, Mandy Kennedy Chief Digital Officer, Lynn Johnson Chief People Officer, Justine White Chief Financial & Corporate Services Officer, Shelley Watson Director Marketing & Communication, Mark Shepherd Director Change & Transformation,  
  
Grant Hewison Equal Justice Project  
Amaani Batra Equal Justice Project  
Maggie Churm Equal Justice Project  
  
Norm Thompson Destination Committee Chair  
Franz Mascaranus Destination Committee Member  
Brad Burnett Destination Committee Member  
  
Tim Kingsley-Smith Company Secretary & Legal Counsel

## 1. AGENDA AND APOLOGIES

The Chair opened the public board meeting and noted the apology of Mark Franklin and Fabian Partigiani.

## 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.

*The Equal Justice Project joined the meeting.*

## 3. CLIMATE CHANGE RESPONSE UPDATE

Management spoke to the paper.

- Tātaki Auckland Unlimited (**TAU**) remains committed the goals of Te Tāruke-ā-Tawhiri, Auckland's Climate Plan, which are: reducing emissions, building a climate-resilient Auckland, and ensuring that Auckland's climate change response is unique to Tāmaki Makaurau and embeds equity, te ao Māori and a strong rangatahi voice.
- Management noted that the organisation's emissions certification is progressing well. TAU has made its annual submission for its Toitu carbonreduce certification for FY22 and for Auckland Zoo maintaining its carbonzero certification. The associated audit is scheduled to start next week.
- Management noted that training for the ELT and Board on the organisation's climate change response and the incoming TCFD/XRB reporting regime is being organised. The regime will be mandatory from FY24 onwards.
- The Board and Management discussed Auckland's emissions profile. The Auckland region contains a large amount of industry and farming that contributes a significant amount to New Zealand's total emissions and will therefore need to bear a significant amount of the responsibility for cutting emissions.
- The Board commended Management's collaboration with local and international groups and noted the progress made on documenting planned actions and timelines. The Board requested that Management provide an update on TAU's work to establish a the Climate Innovation Hub. **(ACTION POINT)**

The Board **noted** the Climate Change Response update.

#### 4. **EQUAL JUSTICE PROJECT**

The Equal Justice Project (**EJP**) spoke to the paper.

- The EJP acknowledged the steps already taken by TAU toward climate action. TAU's internal focus, including TCFD disclosures, Toitū certification, and implementation of low-impact events, demonstrates TAU's corporate accountability for climate action.
- The EJP commended TAU's external focus on developing business transition support, establishing the Climate Innovation Hub, and promoting environmental education as a commitment to climate and sustainability action in Auckland.
- The EJP implored TAU to continue to consider how future generations will be impacted by the decisions it makes, and how future generation's right to inherit the same natural and cultural resources enjoyed by current generations will be affected.
- The Board thanked the EJP for its presentation and for regularly attending TAU public board meetings over the last few years. The EJP's regular attendance at meetings helps to keep the organisation's, and Auckland's, climate change response at the forefront of its thinking.
- The Board and Management noted that it is vital that the voice of rangatahi is part of Auckland's climate change response.

The Board **thanked** the EJP for attending the meeting and presenting to the Board.

*The Equal Justice Project left the meeting. Cr. Hills and Cr. Watson joined the meeting.*

#### 5. **TĀTAKI AUCKLAND UNLIMITED STATEMENT OF INTENT – CONSIDERATION OF SHAREHOLDER COMMENTS**

Nick Hill spoke to the paper.

- Management noted the changes made to the draft SOI following shareholder feedback since the Board last reviewed it.

- The Board requested that Management review aspects of the SOI including:
  - The impact of the loss of the APTR on TAU.
  - Aiming for a higher NPS score to help drive activating and reigniting TAU's venues.
  - TAU's role in helping to enhance the Auckland city centre.
  - Further emphasising the importance of the FIFA Women's World Cup 2023.

Subject to the amendments and actions discussed, the Board:

1. **Approved** the final Tātaki Auckland Unlimited SOI 2022-25 for submission to Auckland Council on 30 July 2022; and
2. **Delegated** the authority to approve any changes made to the SOI as a result of Board feedback prior to submission to the Chief Executive.

The Chair closed the public board meeting and opened the confidential board meeting.

## 6. CE REPORT

Nick Hill spoke to the paper.

- [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] S7(2)(f)(i) LGOIMA 1987
- Management updated the Board on the recent APTR Supreme Court hearing, the single stadium operator project, and the Council shared services ICT project.
- Management updated the Board on the impact of COVID-19 within the organisation. COVID-19 rates are steady, but the organisation is now seeing more cases of staff getting sick multiple times. [REDACTED]  
[REDACTED]  
[REDACTED] S7(2)(f)(i) LGOIMA 1987

The Board **noted** the CE Report.

*Cr. Watson, Cr. Hills, the Executive Leadership Team left the meeting. The Destination Committee, Richard Clarke, Justine White joined the meeting.*

## 7. TĀTAKI AUCKLAND UNLIMITED BOARD AND DESTINATION COMMITTEE JOINT MEETING

The Board and Destination Committee held a joint meeting.

- The Chair of the Destination Committee noted that the TAU and the Destination Committee face a significant funding issue if they are to continue to help make Auckland a fantastic place for Aucklanders and visitors. Cities and regions around the world, including many of those that Auckland competes with, are currently increasing their destination funding whereas the loss of the APTR combined with the upcoming expiry of Government funding due to COVID-19 means that Auckland will soon have significantly less funding to attract major events and business events to the region, and to undertake visitor attraction activity.
- The Destination Committee Chair noted that the Auckland accommodation sector is generally not supportive of the APTR model as a fair way to fund the City's destination activity primarily because other beneficiaries of TAU's destination activity, such as the retail sector, do not contribute to it. [REDACTED]  
[REDACTED]  
[REDACTED]

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

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

The Board **thanked** the Destination Committee.

*The Destination Committee and Richard Clarke left the meeting.*

## 8. CONFIDENTIAL AND PUBLIC MINUTES 29 JUNE 2022 AND ACTION TRACKER

Subject to two amendments, the Board **approved** the 29 June 2022 Confidential Minutes as an accurate record of the meeting and **noted** the Action Tracker.

The Board requested that Management meet with the Board Chair and Deputy Chair and schedule a meeting of the Remuneration Committee. (**ACTION POINT**)

## 9. TĀTAKI AUCKLAND UNLIMITED STRATEGIC APPROACH

Nick Hill spoke to the paper.

[REDACTED]

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

- Management noted that it will provide the next level of detail and a paper on Project Synergy at the August Board meeting.

The Board **noted** the update.

## 10. 30 JUNE 2022 YEAR END FINANCIAL REPORTING

Justine White spoke to the paper.

- The Chair of the Risk Committee noted that the Risk Committee considered the year-end financial reporting at its recent meeting and, subject to some minor amendments which Management has made, recommended that the Board approve the requested resolutions.
- The Chair of the Risk Committee noted that the auditor has confirmed in writing that there are no material audit issues to raise to date.

[REDACTED]

[REDACTED]

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

The Board

1. **Noted** the report.
2. **Confirmed** that Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust remain public benefit entities for reporting purposes.
3. **Approved** the Chair of the Risk Committee to sign the Fraud Questionnaires for Tātaki Auckland Unlimited Limited and Tātaki Auckland Unlimited Trust.
4. **Approved** the Tātaki Auckland Unlimited Limited Reporting Pack and Letter of Representation addressed to Auckland Council.
5. **Approved** the Tātaki Auckland Unlimited Trust Reporting Pack and Letters of Representation addressed to Audit New Zealand and Auckland Council

#### 11. MOTAT DIRECTOR APPOINTEMENTS

[REDACTED]

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

#### 12. Q4 RISK REPORT TO COUNCIL

The Board **approved** the Tātaki Auckland Unlimited Q4 2022 report to the Auckland Council Audit and Risk Committee

*Pam Ford joined the meeting.*

#### 13. FILM STUDIO INFRASTRUCTURE

Pam Ford spoke to the paper.

- Management updated the Board on current activity at Auckland's film studios, the level of demand for studios, and the Auckland Film Studio sale process.

[REDACTED]

[REDACTED]

The Board **noted** the report

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

#### 14. COMMITTEE MINUTES

The Board **noted** the:

- 20 April 2022 Risk Committee Minutes
- 12 July 2022 Risk Committee Minutes
- 22 March 2022 Capital Projects Committee Minutes

- 23 March 2022 Destination Committee Minutes

15. BOARD AND CE ONLY TIME

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

The meeting ended at 3.16 p.m.

Confirmed as a true and correct record of the meeting of 27 July 2022:

Chair \_\_\_\_\_

Date \_\_\_\_\_

## Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 31 August 2022

### 1. Introduction

This month we have further iterated the CE Report so that it is more explicitly structured around a proposed TAU Strategic Plan (a draft of the Strategic Plan is an agenda item for discussion at this meeting). The CE Report remains a work in progress as the Strategic Plan is developed and we refine the best level and depth of reporting

The key areas of focus this month has been rebuilding attendances and visitation against a background of COVID and city centre safety cautiousness, resourcing challenges with illness, disrupted event calendars and increasing costs. This has included supporting the successful return of cruise.

With pressure on front line staff we face an ongoing challenge of balancing investment into necessary organisation development with delivering BAU.

### 2. Strategic Projects/Priorities

Project/Priority	Update	Next Steps	Status
<b>Implementation of Te Mahere Aronga : Our Māori Outcomes Plan</b>	Early term review underway with the inclusion of Māori Economy – Kia Ora Te Umaga achieved as a tier 1 priority for funding from Council's Māori Outcomes Funding. Digital cultural competency and engagement resource 'Taki' complete.	Scoping of Māori Economic Development Strategic Action Plan.  Roll-out of Tātaki Auckland Unlimited Cultural App.	
<b>Single Operator Stadiums Auckland (SOSA):</b> Responding to CCO Review recommendation.	[REDACTED]	[REDACTED]  S7(2)(f)(i),(h),(i) LGOIMA 1987	
<b>Western Springs Precinct:</b> Integration of MOTAT (CCO Review recommendation) and precinct master planning.	[REDACTED]  S7(2)(f)(i) LGOIMA 1987	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
<b>Aotea Creative Quarter:</b> Action plan to create a creative precinct centred on Aotea Square.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	



	S7(2)(f)(i),(h),(i) LGOIMA 1987		
<b>Auckland Film Studio:</b> Sale of AFS and reinvestment of proceeds.		S7(2)(f)(i),(h),(i) LGOIMA 1987	
<b>APTR Funding Gap:</b> Future funding for regional visitor economy work including major events.		S7(2)(f)(i),(h),(i) LGOIMA 1987	
<b>Climate Connect Aotearoa:</b> Climate innovation hub focused on pathways towards de-carbonising and building resiliency for Auckland's economy.		S7(2)(f)(i) LGOIMA 1987	
<b>Digital Auckland:</b> A new digital content, engagement and transactional platform supporting great online experiences for Aucklanders and visitors across the region.	Vendors procured to design and build Digital Auckland. Key internal staff appointed.	Kick off workshops scheduled late Aug / early Sept with vendors and project team. Detailed project planning to follow.	
<b>City-wide Events Calendar:</b> Single events calendar across TAU, council and regional events.	Calendar project integrated with Project Synergy. Project team aligning with other Synergy project deliverables.	Consolidation of internal TAU event content into single platform and process. Confirmation of development stages, outcomes and timelines.	
<b>Project Synergy:</b> Improving the end-to-end venue and event management value chain.	Priority projects and overall project structure confirmed. Transformation leads appointed.	Finalising scope, resourcing requirements and projected outcomes for all priority projects. Confirmation of forecast projected benefits to TAU from delivery of Project.	
<b>Screen Revenue:</b> Generating activity to maximise studio lease revenue.		S7(2)(f)(i),(h),(i) LGOIMA 1987	



### 3. Implementing our Strategic Plan

Tātaki Auckland Unlimited's Strategic Plan is being built around the framework below. The six strategic pou will set the structure for the monthly Chief Executive report to the board with a strong focus on delivery of key strategic projects and progress reporting against operational and strategic KPIs. (The draft Strategic Plan is an agenda item for this meeting.)







#### Strategic Framework

##### Our purpose

#### Enriching cultural and economic life in Tāmaki Makaurau

##### Strategic Pou

Events and Experiences	Taonga and Places	Future Economy	Distinctive Narrative	Social Enterprise	Organisation
Inspirational events and experiences drive and enhance Tāmaki Makaurau's unique narrative, vibrancy and prosperity	Tāmaki Makaurau's taonga and places are cared for, utilised and enriched for the benefit of current and future generations	Leveraging Tāmaki Makaurau's distinct economic advantages to create prosperity for current and future generations	Tāmaki Makaurau's distinctive narrative fosters the vibrancy and prosperity of the region	Generating a sustainable surplus to reinvest for social outcomes	TAU is one agile and integrated organisation bound together by strongly held values

Events and Experiences					
Strategic projects		Progress			Status
Major Events Strategy		<ul style="list-style-type: none"> <li>Discussion ongoing regarding the future funding model.</li> </ul>			
FIFA Women's World Cup 2023					S7(2)(f)(i),(h),(i) LGOIMA 1987
KPIs	Actual YTD	Budget /Target YTD	Variance	Comment	Status
Net Promoter Score	45	40	+5	Auckland Live only	
					
S7(2)(f)(i),(h),(i) LGOIMA 1987					
ALAC Attendance	71,576	123,744	-52,168	Attendance affected by winter and covid peak.	

Cultural Orgs Attendance	Actual	Target	Variance	Comment	
Art Gallery	30,121	38,684	-8,563		
NZMM	10,116	7,395	2,721		
Stadiums	61,194	50,028	11,166		
Zoo	65,090	64,629	446		
Total	166,521	160,736	5,770		

Taonga and Places				
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			
KPIs	Last month	This month	Comment	Status
tbc				

Future Economy				
Strategic priorities	Progress			Status
Tech Tamaki Makaurau	<ul style="list-style-type: none"> <li>Aerospace Auckland officially incorporated as a new industry-led spacetech cluster that will support growth of this emerging industry – currently 20 members, with TAU represented on the Board.</li> <li>Research underway co-funded by Spark Foundation and delivered by Pūhoro STEM Academy, exploring acceleration of Māori participation in the tech industry.</li> <li>Partnerships formed with Te Matarau and Pasifika in IT to co-design activity that supports clustering and connection of Māori and Pacific tech firms, and their workforce.</li> </ul>			
Visitor Economy	<ul style="list-style-type: none"> <li>The first Cruise ship arrived back in Auckland on 12 August.</li> <li>Three Destination Management Plans are in progress.</li> <li>Planning is underway for an in-person industry update on 8 September.</li> </ul>			
Screen	<ul style="list-style-type: none"> <li>See above</li> </ul>			
KPIs	Last month	This month	Comment	Status
tbc				

Distinctive Narrative		
Strategic projects	Progress	Status
Auckland Brand	<ul style="list-style-type: none"> <li>Region of Wairuatanga shoot complete and assets available in the brand library. Brand and Creative Studio recruitment commenced. Creative Manager hired.</li> </ul>	
Destination marketing	<ul style="list-style-type: none"> <li>Successful collaboration with industry, government and media to celebrate the return of Cruise to Auckland</li> <li>Launch of the Stuff NZ travel go-to guide for Tāmaki Makaurau</li> <li>Mastercard partnership showcasing Auckland to their full customer database across eDMs and with placements across large scale out of home, display and social. All campaign costs were covered by Mastercard.</li> <li>Elemental AKL / Go Media out of home media partnership successful – 68 locations across fly, drive and local markets.</li> </ul>	

	<p>1.2million impressions, \$40,000 investment - total value \$1.67 million. Discount of 97%.</p> <ul style="list-style-type: none"> <li>Marketing campaigns for ITM Supersprint, Repco Rally, Rugby World Cup, Diwali, Frida Kahlo exhibition all underway for Sept/Oct.</li> <li>Launching global awareness campaign featuring Auckland's sustainable Business Events, Auckland Incentive Offerings and Corporate events early September.</li> </ul>			
KPIs	Last month	This month	Comment	Status
Auckland Brand Home visits	825	845	New RoW Tikapa Moana assets added. Expired assets have been archived.	
Download of brand assets	1651	1444	Predominately NZ activity. Users: 50% TAU. 25% NZ creative agencies. 25% AU media and tourism	
Media coverage mentioning TAU	221 (June)	99 (July)	Cumulative potential reach of 3,974,486. 27 proactive/26 reactive media enquiries.	

Organisation				
Strategic projects		Progress		Status
Culture and Values		<ul style="list-style-type: none"> <li>Culture and Values programme of work was kicked off on 10 August with discovery workshops to run across the organisation from 24 September 2022 to 4 October 2022</li> </ul>		
ICT Enhancement		<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>		
S7(2)(f)(i) LGOIMA 1987				
Metrics	July	August	Comment	Status
Engagement (Officevibe)	7.3	7.3	60% participation.	
	Actual	Target	Comment	Status
Cybersecurity posture	2.2	3.0	No cyber security breaches	

Social Enterprise				
Strategic projects		Progress		Status
Commercial partnerships				
Evaluation framework				
KPIs	Year to date	Annual Target	Comment	Status
% expenses through non-rates revenue (SOI measure)		47%		

## 4. Resource Centre Reports

- Financial Performance Report
- Current Operational Risks Report
- Capital Programme Report

