

Board Meeting Agenda (open)



8.00 a.m. Tuesday 10 October 2023

Waihorotiu Room, L4 Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL AND CE UPDATE					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	40 mins
2	Confidential Minutes 30 August 2023 and 18 September 2023 ¹ , and Action Tracker, Vicki Salmon	To Approve	T & C		
3	CE Confidential Verbal Update ¹ , Nick Hill	To Note	T & C		
4	Board Committee Meeting Verbal Updates, 1 Risk Committee, Carol Cheng 2 Capital Projects Committee, Alastair Carruthers	To Note	T & C		
LONG TERM PLAN					
5	Tātaki Auckland Unlimited Long Term Plan ² : 1. Process Update, Tamsyn Matchett 2. Options and Choices , Nick Hill	To Note To Approve	T & C	8.40 a.m.	1 hour
BREAK				9.40 a.m.	10 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
6	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C	9.50 a.m.	5 mins
7	Public Minutes 30 August 2023, Vicki Salmon	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTS					
8	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks ² (RC)	To Note	T & C	9.55 a.m.	25 mins
DISCUSSION AND NOTING PAPERS					
9	Tech Tāmaki Makaurau Year 1 Review, Pam Ford	To Note	C	10.20 a.m.	40 mins
10	Tātaki Auckland Unlimited Digital Journey, Mandy Kennedy	To Note	T & C		

¹ S7(2)(f)(i),(g),(h),(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda (open)

Item	Subject	Action	Trust/Co.	Start Time	Duration
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
MEETING WITH AUCKLAND COUNCIL WORKING GROUP					
11	Arts, Social, Sports and Community Institutions Political Working Group and Board Meeting ³	To Discuss	T	11.00 a.m.	45 mins
LUNCH				11.45 a.m.	30 mins
APPROVAL PAPERS					
12	Capital Projects, Justine White, Kevin Buley and Paul Tyler ⁴ <div>1. Auckland Zoo Masterplan Stage 3 2. Western Springs Stadium Remediation Plan 3. Business Cases: i. Go Media Stadium, Mt. Smart Corporate Suites ii. Te Pokapū Aotea Centre Level 1 Storage and Bathrooms</div>	To Approve	T	12.15 p.m.	1 hour
13	Major Events Business Case, Richard Clarke and Chris Simpson ³	To Approve	C		
DISCUSSION AND NOTING PAPERS					
14	Health and Safety Report, Lynn Johnson and Priyanka Victor ⁵	To Note	T & C	1.15 p.m.	20 mins
15	Group Shared Services, Vicki Salmon ³	To Discuss	T & C		
	Close of Meeting			1.35 p.m.	

³ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁴ S7(2)(f)(i),(g),(h),(i) LGOIMA 1987

⁵ S7(2)(a),(d),(f)(i) LGOIMA 1987

Board Meeting Agenda (open)



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

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

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

Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Active – 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) Television New Zealand Ltd (Chair) NZ Film Commission (Chair) 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 Tātaki 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) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals

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"> • Director Creative Industries/Services Vocational Learning Creative Northland • Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	
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 Tātaki Auckland Unlimited (formerly RFA) 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 Tātaki Auckland Unlimited consultant).
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) • Kamari Consulting Limited (Director and Shareholder) • SkyCity Entertainment Group (Shareholder)) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Whanau Mārama Parenting Limited (Director) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora – Workforce Development Council (Director) • 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) • 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) 		

		<ul style="list-style-type: none">• 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)		
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Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-23	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI Draft 2023 -2026 SOI Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Major Events Strategy 	<ul style="list-style-type: none"> Capital Projects Committee – 17 July Destination Committee – 20 July Board Meeting – 26 July
Aug-23	<ul style="list-style-type: none"> Q4 Performance Report Q4 Risk Report to Council TAUL and TAUT Annual Report Financial reporting for the year ended 30 June 2023 Climate Related Disclosures 	<ul style="list-style-type: none"> CEO Report H&S Report AAG Heritage Project Update 	<ul style="list-style-type: none"> NZMM Update 	<ul style="list-style-type: none"> Risk Committee – 3 August (FY23 Statements) Risk Committee – 23 August Board Meeting – 30 August
Sep-23	<ul style="list-style-type: none"> Long Term Plan 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Climate Response Strategic Plan 	<ul style="list-style-type: none"> Remuneration Committee – 6 Sep Risk Committee – 8 Sep (TAUL Annual Report) Capital Projects Committee – 27 Sep
Oct-23	<ul style="list-style-type: none"> Public Board meeting - performance against SOI targets for Year Ended 30 June 2023 Q1 Performance Report Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Tech Tāmaki Makaurau Year 1 Review Capital Projects Approvals Meeting with Auckland Council Arts, Social and Community Institutions Working Group 	<ul style="list-style-type: none"> Board Meeting – 10 Oct (formerly 27 Sep) Board Meeting – 25 Oct
Nov-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Risk Committee – 10 Nov Board Meeting – 29 Nov
Dec-23		<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Capital Projects Committee – 6 Dec No Board Meeting

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-24	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2023 Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – TBC (½Y Acts) Board Meeting – TBC (½Y Acts)
Feb-24	<ul style="list-style-type: none"> Q2 Performance Report Letter of Expectation 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Strategy Session – TBC 	<ul style="list-style-type: none"> Board Meeting – TBC Capital Projects Committee – TBC
Mar-24	<ul style="list-style-type: none"> Annual Plan FY25/26 Draft 2025 -2028 Statement of Intent Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Board Evaluation (biennial – next due: 2024) 		<ul style="list-style-type: none"> Risk Committee – TBC Board Meeting – TBC
Apr-24	<ul style="list-style-type: none"> Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Operating Model 	<ul style="list-style-type: none"> Board Meeting – TBC Remuneration Committee – TBC
May-24	<ul style="list-style-type: none"> Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees FY25-27 		<ul style="list-style-type: none"> Board Meeting – TBC Risk Committee – TBC Capital Projects Committee – TBC
Jun-24		<ul style="list-style-type: none"> CEO Report H&S Report 		

BOARD MEETING (open)

HELD ON: Wednesday 30 August 2023 at 8.30 a.m.

AT: Waihorotiu Room, L4 Te Pokapū Aotea Centre, Auckland

PRESENT:

Vicki Salmon	Chair
Jennah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Hinu Te Hau	
Graeme Stephens	
Desley Simpson	Deputy Mayor and Lead Councillor

APOLOGIES:

Jen Rolfe
Dan Walker

ATTENDED:

Jenny Solomon	Board Intern (Teams)
Sarah Johnson-Smith	CCO Governance, Auckland Council
Executive Team	Nick Hill Chief Executive, Pam Ford Director Investment & Industry, Richard Clarke Director Arts, Entertainment & Events, Helen Te Hira Director Māori Outcomes, Kevin Buley Director Auckland Zoo, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Kirsten Lacy Director Auckland Art Gallery, Vincent Lipanovich Director NZMM, James Parkinson Director Auckland Stadiums, Justine White Chief Financial & Corporate Services Officer
Parin Rafiei-Thompson	Head of Climate Innovation and Sustainability
Alex Norman	Climate Change and Sustainability Advisor
Paul Tyler	GM Property
James Robinson	Head of Strategy and Planning
Darroch Todd	Head of Risk and Assurance
Kirsten Lacy	Director, Auckland Art Gallery Toi o Tāmaki
Joe Pihema	Poutikanga, Auckland Art Gallery Toi o Tāmaki
Priyanka Victor	Health and Safety Business Partner
Tim Kingsley-Smith	Company Secretary & Legal Counsel

Nick Hill, Justine White, and Tim Kingsley-Smith joined the meeting.

1. AGENDA AND APOLOGIES

The Chair opened the meeting and a karakia was recited. The apologies of Jen Rolfe and Dan Walker were noted.

The Chair noted that as mentioned at the previous Board meeting, Hinu Te Hau will begin a leave of absence from Tātaki Auckland Unlimited (TAU) on 31 August 2023 pending the result of the national election in October.

2. CONFIDENTIAL MINUTES 22 MAY 2023 AND 26 JULY 2023, AND ACTION TRACKER

Subject to two amendments (the addition of “perceived” before “potential conflict” and the broadening of the first sentence in the Any Other Business section, both on p.7) the Board **approved** the 26 July 2023 confidential minutes as an accurate record of the meeting and **noted** the Action Tracker.

Management confirmed that Auckland Council recently agreed to TAU's request to carry over a portion of capital funding for ongoing projects to the 2023/24 financial year.

3. CE CONFIDENTIAL VERBAL UPDATE

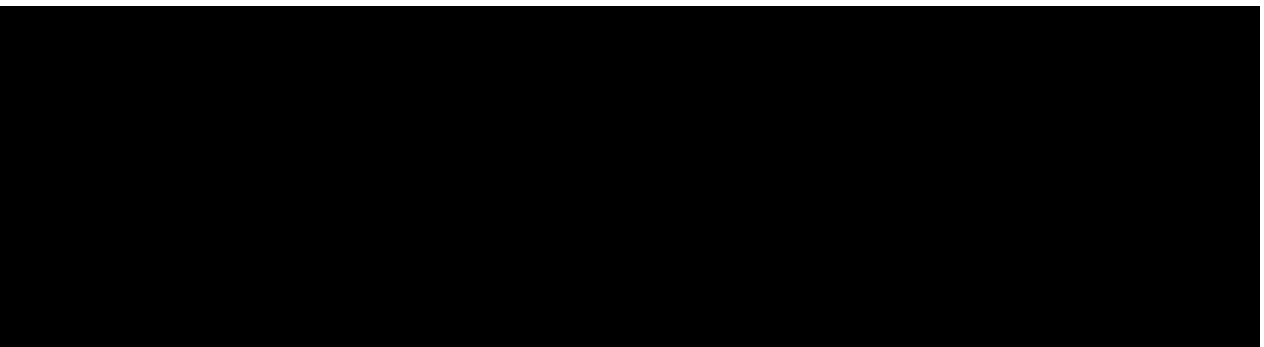
Nick Hill provided a verbal update to the Board.

Project Whanake

- Management noted that following the recent restructure the organisation is generally coping well but is at full capacity in some areas. The leadership team is focused on building cohesion and commitment within the organisation. The last step of the process is updating the operating model and restructuring the ELT team.
- The Board requested that Management provide a full summary of Project Whanake once completed to confirm the exact changes realised. (**ACTION POINT**)
- The Board requested that Management provide an updated diversity report to the Remuneration Committee when it next meets. (**COMMITTEE ACTION POINT**)

Long Term Plan

- Management updated the Board on the Long Term Plan (**LTP**) process. TAU and Auckland Council are looking closely at the funding options and opportunities and TAU has meetings and workshops scheduled with the CCO Oversight Committee and Governing Body to discuss the LTP. TAU believes that there are further revenue and funding opportunities, but the business needs to be properly incentivised if the opportunities are to be fully realised.



The Board **noted** the update.

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

4. BOARD COMMITTEE VERBAL UPDATES

The Risk Committee chair updated the Board on the recent committee meeting and requested that Management share the risk summary presented at the recent Auckland Council Audit and Risk Committee with the Board. (**ACTION POINT**)

The Capital Projects Committee chair updated the Board on the recent committee meeting.

Hinu Te Hau updated the Board on the recent Māori Engagement Committee (**MEC**) meeting and noted the upcoming Items 18 and 19 on the agenda reflect great work by TAU. At the recent meeting the MEC and Management agreed to review the Committee Charter and return to the Board in due course.

The Board **noted** the update.

5. TĀTAKI AUCKLAND UNLIMITED ANNUAL REPORTS

Justine White spoke to the paper:

- Management noted that the TAUT Annual Report has been largely signed off and there are no substantive issues. Audit NZ is dealing with one matter relating to auditing ticketed attendance at the Zoo and has decided, after consultation with the Auditor General, that the donation of the Robertson bequest needs to be an “emphasis of matter” issue. The TAU Audit Report is less problematic and Audit New Zealand has indicated that sign-off should be provided by 8 September. A Risk Committee meeting has been scheduled accordingly.
- The Chair of the Risk Committee noted that the Board can approve the related Representation Letters today but will be asked to approve the Annual Reports via a circular resolution after the upcoming Risk Committee meeting.

The Board:

1. **Noted** the report.
2. **Noted** the update from the Chair of the Risk Committee on the committee’s review of the preparation and audit work on the Annual Report of Tātaki Auckland Unlimited Trust.
3. **Approved** the Tātaki Auckland Unlimited Trust and Tātaki Auckland Unlimited Limited letters addressed to Bruce Robertson, Chair of the Auckland Council Audit and Risk Committee.
4. **Noted** the updated Financial Statements of Tātaki Auckland Unlimited Trust.

Deputy Mayor Desley Simpson, Sarah Johnson-Smith, Pam Ford, Parin Rafiei-Thompson, and Alex Norman joined the meeting.

6. TĀTAKI AUCKLAND UNLIMITED CLIMATE RELATED DISCLOSURES

Parin Rafiei-Thompson spoke to the paper:

- The Board noted that TAU’s scenario analysis under the new accounting standards will be driven by Council. The FMA has made it clear that the reporting needs to be concise and relevant to each organisation.
- Management presented to the Board and summarised TAU’s disclosures. TAU’s Climate Response Strategic Plan will be submitted to the Board for approval at the October Board meeting.
- The Board and Management discussed the balance between achieving static emissions reductions and increasing business activities, for example venue attendance, which TAU is charged with achieving. Dynamic targets such as reductions in carbon emissions for each visitor per year may help to better understand progress.
- Management noted that TAU has a foundational plan to achieve its emission reduction targets, but the team still needs to go through each asset and fully understand where savings can and will be made. TAU’s general emissions are trending down, but going forward it will be important to be able to measure and explain future reductions in the intensity of TAU’s carbon emissions as visitation and business activities increase.

The Board **approved** TAU’s final climate-related financial disclosure proforma.

Parin Rafiei-Thompson and Alex Norman left the meeting. The ELT team joined the meeting.

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

7. REGISTER OF DIRECTORS’ INTERESTS & ROLLING 12-MONTH BOARD WORK PROGRAMME

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

8. PUBLIC MINUTES 26 JULY 2023 AND ACTION TRACKER

Subject to the minor amendments discussed at Item 2 above, the Board **approved** the 26 July 2023 public minutes as an accurate record of the meeting and noted the Action Tracker.

9. CE REPORT

Nick Hill spoke to the paper.

General

- Management noted that the first CE Report of the new financial year reflects the previous trends seen since the COVID-19 period. The business is seeing strong demand and visitation at venues such as the Zoo and stadiums and revenue is ahead of forecast, but demand across the business is still patchy. Costs are inflated by some carry over people costs from last year.
- Management noted that the organisation now needs to draw a line under the COVID-19 era, the amalgamation, and the restructure, and turn its full focus on continuing to improve operational performance and progressing priority projects.

Destination Partnership Programme Advisory Group

- Management noted that the first meeting of the Destination Partnership Programme (DPP) Advisory Group took place recently. The meeting was constructive with the voluntary scheme seeing strong pick-up from the industry. The DPP will not replace the Auckland Council funding raised via the APTR, but the scheme has a broader base and the DPP Advisory Group is more representative of the destination industry than the recently disestablished Destination Committee. It will be a valuable forum for TAU to give and provide feedback to the industry. Key themes discussed at the first meeting were the night-time economy, safety in the city centre and sustainable tourism.
- Nick Hill and the Board recognised the contribution of Norm Thompson, who recently retired as the Chair of the Destination Committee with its disestablishment. Norm helped ATEED and TAU navigate the transition into and out of the APTR and provided valuable leadership and support during this time.

FIFA Women's World Cup 2023

- The Board referred to the FIFA Women's World Cup 2023 summary in the pack and noted that it was an incredibly powerful event that TAU can be very proud of. The feedback from FIFA, the competing teams, MBIE, stakeholders, and the Government was excellent, and the organising team faced some significant challenges that were handled professionally.
- Deputy Mayor Simpson thanked TAU for its work on the event and noted that the positive feedback and strong economic impacts of the event on Tāmaki Makaurau need to be shared as broadly as possible.

Events



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

- Management noted that TAU has signed up a new corporate naming rights sponsor for the Diwali and Lantern festivals. The new sponsorship demonstrates the commercial value of the events which also provide strong cultural engagement for Aucklanders.

Organisation

- The Board noted that TAU has recently established a new internal waiata group and developed new karakia. It would be good for the Board to hear and understand TAU's songs and karakia at a future Board meeting. **(ACTION POINT)**

The Board **noted** the CE Report.

Paul Tyler joined the meeting.

10. AUCKLAND ART GALLERY TOI O TĀMAKI HERITAGE PROJECT

Paul Tyler spoke to the paper.

- Management noted that the Art Gallery Heritage Project is one of TAU's most significant capital projects and will provide significant legacy benefits to Tāmaki Makaurau. The project is currently on time and, following extensive investigative work at the start of the project, there have been no significant "bad surprises" uncovered as the team has progressed the project.
- Management summarised the specifics of the project and expected timeline of works. The Board noted that the project is hugely complex but is an essential project that will maintain and preserve one of the region's heritage treasures.

The Board **noted** the update.

Paul Tyler left the meeting and Vincent Lipanovich joined the meeting.

11. NEW ZEALAND MARITIME MUSEUM

Vincent Lipanovich presented to the Board.

- Management noted that the New Zealand Maritime Museum's (**NZMM**) mission is to continue to challenge the notion that maritime museums are largely about men and their boats. The primary focus of the NZMM is sharing and promoting the stories of people and the sea.
- The Board and Management discussed the benefits and costs that NZMM has experienced since joining RFA/TAU. Management noted that every museum has its own character and programming is best done locally by each museum. However, using the centralised services and scale of a larger organisation has provided NZMM with significant efficiencies.

The Board **noted** the update.

12. RESPONSE TO FRANKLIN LOCAL BOARD – CCO UPDATE ON WORK PROGRAMME ITEMS

The Board **noted** the resolution from the Franklin Local Board meeting of 25 July and that TAU will respond affirmatively to the request for a workshop shortly. **(ACTION POINT)**

The Chair closed the public meeting and opened the confidential meeting. The ELT (apart from Nick Hill, Justine White, and Vincent Lipanovich) left the meeting.

13. NEW ZEALAND MARITIME MUSEUM STORAGE AGREEMENT

Vincent Lipanovich spoke to the paper.

- Management outlined the three options for NZMM's future storage requirements. [REDACTED]
[REDACTED] All costs associated with the recommended option are budgeted and within the capital budget. S7(2)(f)(i),(h),(i) LGOIMA 1987
- The Board noted that it is encouraging to see Auckland's cultural institutions working together and Management's cost benefit analysis and recommendation makes commercial sense.

The Board:

1. **Approved** TAU signing a lease [REDACTED] as outlined in the attached business case; S7(2)(f)(i),(h),(i) LGOIMA 1987
2. **Delegated** to the Chief Executive the signing of the Assignment of Lease on the terms described; and
3. **Noted** that the costs of the racking and crating of exhibits and the ongoing lease costs are capital expenses covered within TAU's capital budget.

Vincent Lipanovich left the meeting.

14. BOARD COMMITTEE CHARTERS REVIEW

The Chair noted that the chairs of TAU's Board Committees are reviewing the Board Committee charters and will return to the Board with recommended changes.

The Board **approved** changing the name of the Risk Committee to the Risk and Finance Committee.

James Robinson joined the meeting.

15. Q4 PERFORMANCE REPORT TO COUNCIL

Nick Hill and Justine White spoke to the paper.

- Management noted that the Q4 performance report underlines TAU's current strong revenue and visitation as well as the significant work undertaken to reduce costs. The organisation will continue to focus on increasing revenue and visitation, improving efficiencies and reducing costs.
- Management noted that TAU missed two KPI targets. The first being the number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention and the second being the percentage reduction of greenhouse gas emissions against the 2018/19 baseline.
- Management noted that the Māori business KPI was missed because the regional business support programme was moved from TAU to the EMA early in the 2022/23 year and the planned Māori business team was not created due to cost pressures. The KPI relating to reduction of carbon emissions was missed due to increased Category 1 and 2 greenhouse gas emissions primarily from significantly increased usage of Auckland Live and Stadiums facilities (leading to increased electricity usage), and new infrastructure at the Zoo (South-East Asia Jungle Track) and Stadiums (Lilyworld and digital screens).
- The Board noted that the reasons TAU missed the two KPI targets need to be better explained earlier in the report. Management agreed to work with Auckland Council on how to better include explanations for missed KPI targets within the Report and to improve some of the formatting.
- The Board acknowledged the hard work of the TAU staff during the quarter and the positive results.

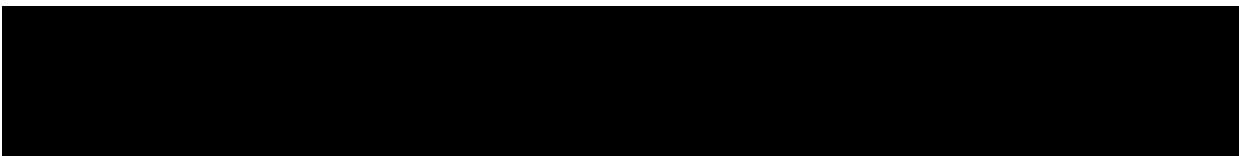
The Board:

1. **Approved** the Quarter 4 Performance Report for the period ending 30 June 2023 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive to make minor changes prior to submission as required.

James Robinson left the meeting and Darroch Todd joined the meeting.

16. Q4 RISK REPORT TO AUCKLAND COUNCIL

Darroch Todd spoke to the paper.



The Board **approved** the Q4 Risk Report to Auckland Council.

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

Darroch Todd left the meeting and Pam Ford joined the meeting.

17. LONG TERM PLAN UPDATE

Nick Hill spoke to the paper.

- Management updated the Board on the LTP process and timelines. There is continued focus on alternative funding mechanisms and options and Auckland Council is considering targeted rates as well as working with the next government on national funding solutions for activities such as major events and tourism attraction.
- The Board noted that work on the LTP also includes reviewing Auckland's cultural institutions. Auckland Council has formed several working groups and one is reviewing arts, social, sports and community institutions. It is likely that TAU will need to work with this working group given the direction in the Mayor's Letter of Expectation for TAU to "make progress on integrating Auckland's cultural institutions".

The Board **noted** the update.

Pam Ford left the meeting and Helen Te Hira joined the meeting.

18. MĀORI OUTCOMES UPDATE

Helen Te Hira spoke to the paper.

- Management presented to the Board and provided an overview of Māori in Tāmaki Makaurau as well as the highlights and successes of the TAU Māori Outcomes team.

Kirsten Lacy and Joe Pihema joined the meeting 1.42 p.m.

- The Board noted that the Taki application should be promoted at the next DPP Advisory Group meeting. The recent TAU-supported M9 and Te Matatini events were outstanding. The public interest and reception far exceeded expectations which underlines the potential of these events and events like them.
- Deputy Mayor Simpson endorsed the Board's views and asked how TAU can better promote the role it plays in similar events. Management noted that TAU has always seen its role as supporting other people and entities to succeed so it is not always easy to promote its own work and role.
- The Board noted that TAU's SOI measures need to be reviewed and amended to be more meaningful in this space. The KPI's need to better reflect TAU's actual work as a catalyst supporter and enabler.
- The Board commended management for the strong work in the Māori outcomes space and for the achievements to date.

The Board **noted** the update.

19. WHĀIA TE AO MĀORI AUCKLAND ART GALLERY REVIEW

Helen Te Hira and Kirsten Lacy spoke to the paper.

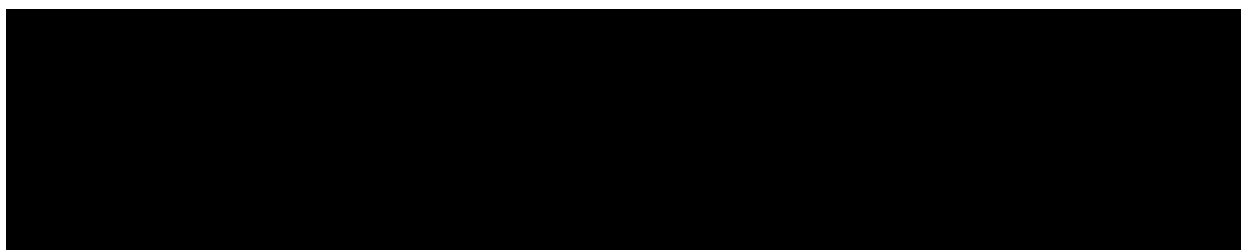
- Management introduced Joe Pihema to the Board and welcomed him to the Board meeting.
- The Whāia Te Ao Māori review was suggested by the Board and Auckland Art Gallery Toi o Tāmaki was the first TAU business to be reviewed. The review progressed well and the Gallery has embraced the recommendations.
- The Gallery's Director confirmed that all staff had the opportunity to participate in the review and the Gallery and TAU are focused on implementing the eight recommendations. The same exercise will now be run throughout TAU.

The Board **noted** the update and **endorsed** the phased roll out of Whāia Te Ao across TAU.

Deputy Mayor Desley Simpson, Sarah Johnson-Smith, Helen Te Hira, Kirsten Lacy and Joe Pihema left the meeting. Lynn Johnson and Priyanka Victor joined the meeting.

20. HEALTH AND SAFETY REPORT

Priyanka Vicktor spoke to the paper.



- The Board requested that Management provide a short summary of the downtown shooting incident on the opening day of the FIFA Women's World Cup 2023. Although it was not directly a TAU health and safety incident, the incident did impact the TAU team and Board is keen to know how the organisation responded as well as the lessons learned. **(ACTION POINT)**
- The Board and Management discussed high risk events that take place at TAU venues, for instance performers on high ropes at the recent cabaret events. Management agreed to review these events and summarise TAU's H&S responsibilities. **(ACTION POINT)**



The Board **noted** the update.

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

The meeting ended at 3.06 p.m. The next Board meeting is scheduled for 10 October 2023.

Confirmed as a true and correct record of the meeting of 30 August 2023:

Chair _____

Date _____



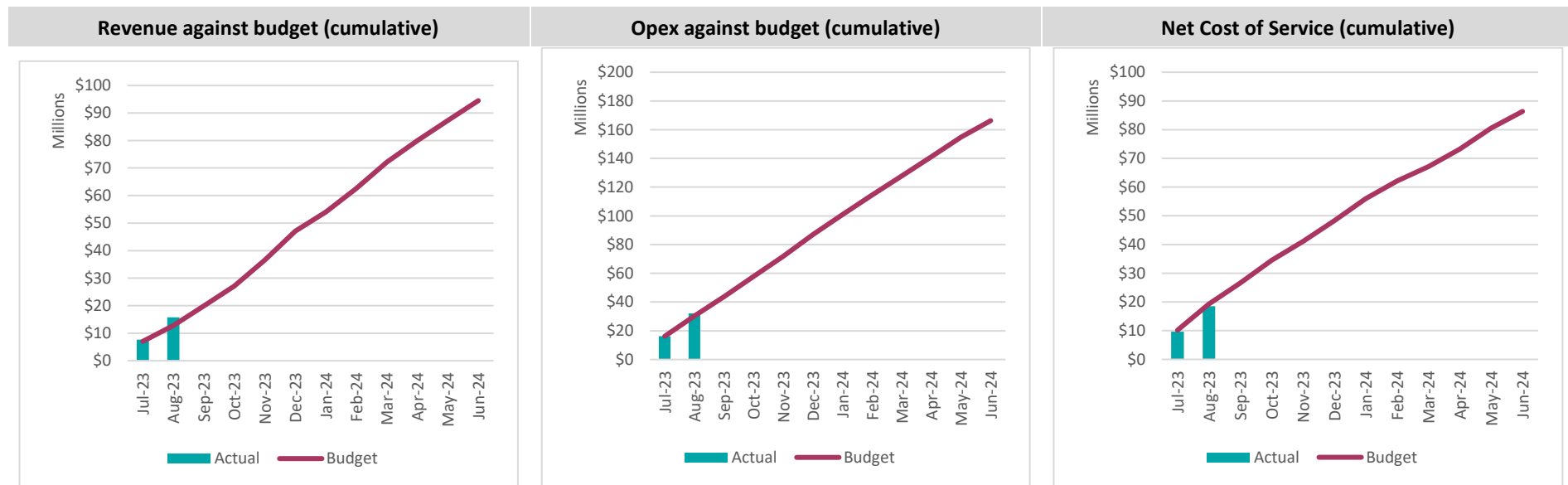
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 10 October 2023

1. Introduction

- All staff have been briefed on the new proposed leadership structure and operating model, which has been designed to further our goal to be an integrated organisation, enabled by technology and consolidated operations, venues, facilities and services. Consultation with the Executive Leadership Team runs through to 22 September with confirmation of structure due on 11 October.
- As part of Auckland Council's Long-Term Plan process, a workshop was held with the Council Budget Committee to discuss short, medium and long-term funding options for TAU's destination and economic development activity. Further, a briefing with the CCO Direction and Oversight Committee during the month covered Q4 performance, the success of the FIFA Women's World Cup 2023 and an update on how TAU has met the challenge of funding cuts. Both conversations were very valuable in helping councillors understand TAU's position leading into the Long-Term Plan, and there was a high level of interest and support through both interactions.

2. Finance update



Revenue was **favourable** by 23% over the first two months of the financial year

Opex was slightly **above budget** (6%) in the first two months of the financial year

Net cost of service was slightly **below budget** (4%) in the first two months of the financial year

3. Strategic Plan implementation

Experiences and Events

Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> David Bavage has commenced in the role of Acting Events and Operations Director, with Stuart Lyon leaving the organisation in September. 360 All Stars was announced as a part of a brokered tour across New Zealand by Auckland Live. This show will be presented as a city-focused school holiday offer in October. Alcoholic beverage partners across TAU have been appointed. This has been a great outcome for TAU with the appointment of multiple local businesses as a part of the procurement process. The Performing Arts programme delivered impactful partnership events including an extension season of Prima Facie, Auckland Council partnership of Stand Up Stand Out and the national Playmarket conference. YTD attendances are 6% up on budget (largely due to the extension season of <i>Prima Facie</i>) and 14% in improved financial performance. Presenter Services YTD are 42% ahead of budgeted events with key activity contribution to that improved position being Exilecon at Aotea Centre, Loyle Carner at the Great Hall, FIFA Fan Zone at The Cloud, Winetopia at VEC, The Wiggles at Bruce Mason Centre and Teddy Sims and Simon and Garfunkel at The Civic. 	<ul style="list-style-type: none"> Synthony's Auckland Domain show public announcement took place on 12 September, with tickets on sale 21 September for the event on 10 February 2024. BNZ's sponsorship of Lantern and Diwali festivals was announced publicly on 30 August, will now be called BNZ Auckland Lantern Festival and BNZ Auckland Diwali Festival. Diwali dates have been confirmed as 4-5 November. Rainbow Games has received confirmation from MBIE, investing \$2.25m towards the 2024, 2026 and 2028 events. <div data-bbox="804 668 1429 1214" style="background-color: black; width: 100%; height: 100%;"></div> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<p><u>Auckland Conventions Venues and Events (ACVE)</u></p> <div data-bbox="1447 384 2072 544" style="background-color: black; width: 100%; height: 100%;"></div> <ul style="list-style-type: none"> ACVE hosted 26 events across 36 event days representing a 61% increase in revenue on previous month. Highlights included the IALP World Congress, Bayleys Conference, and South Pacific Conference. <div data-bbox="1447 671 2072 831" style="background-color: black; width: 100%; height: 100%;"></div> <ul style="list-style-type: none"> ACVE exhibited at the NZ Events Association Conference held at Viaduct Event Centre and spent time meeting with key Australian market clients. <p><u>Auckland Convention Bureau (ACB)</u></p> <p><u>Notable bids submitted:</u> <div data-bbox="1682 975 2051 1007" style="background-color: black; width: 100%; height: 100%;"></div></p> <p><u>Notable Business Events secured:</u> <div data-bbox="1771 1038 1995 1070" style="background-color: black; width: 100%; height: 100%;"></div></p> <div data-bbox="1447 1078 2029 1166" style="background-color: black; width: 100%; height: 100%;"></div> <p>There are 90 future business events confirmed for Auckland as a result of ACB's support and services due to take place until 2028 with an estimated economic value of \$111.2m and forecast 201,026 visitor nights.</p>
<p>FIFA Women's World Cup 2023</p> <ul style="list-style-type: none"> Post-event wrap-up and evaluation is underway. As a major event of international scale, FIFA WWC 2023 and its Host City programmes will be part of a publicly available national cost-benefit analysis report due at the end of Dec. 	<p>City Wide Events Calendar</p> <ul style="list-style-type: none"> Roll out of City Wide Events Calendar across broader TAU functions delayed to October, acknowledging impacts of change processes and other activity across the business. 	

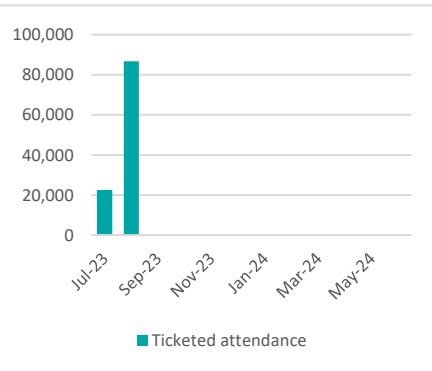
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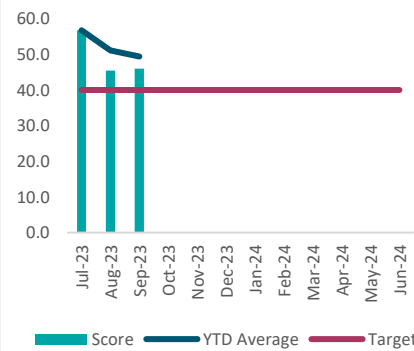
KPI RESULTS

Ticketed attendance Auckland Live (cumulative)



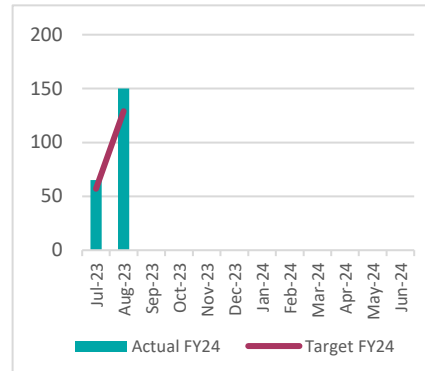
Ticketed attendance was 86.6k over July and August combined.

NPS for TAU audiences and participants Auckland Live



Auckland Live's NPS score year to date is tracking **above target**

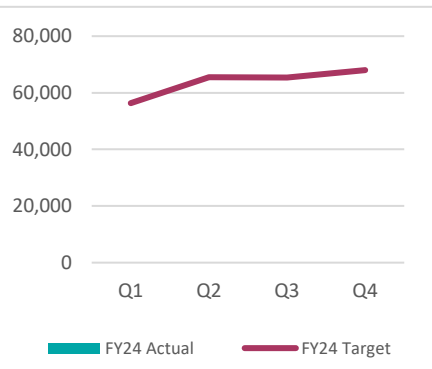
Number of events ALAC (cumulative)



The number of events was **slightly above target** in July and August

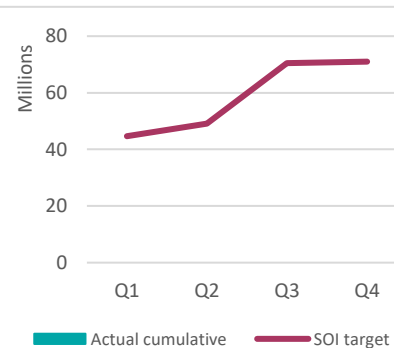
S7(2)(f)(i),(h) LGOIMA 1987

Number of children participating in educational experiences at Auckland Live (cumulative)



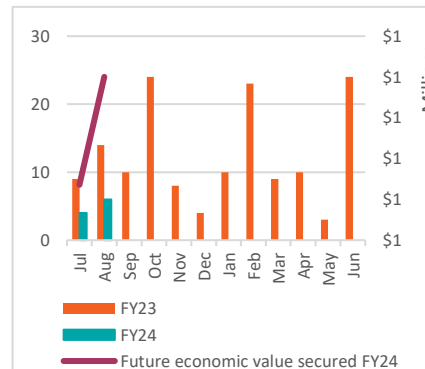
Results reported quarterly – first results will be reported in October

Contribution to regional GDP from major & business events



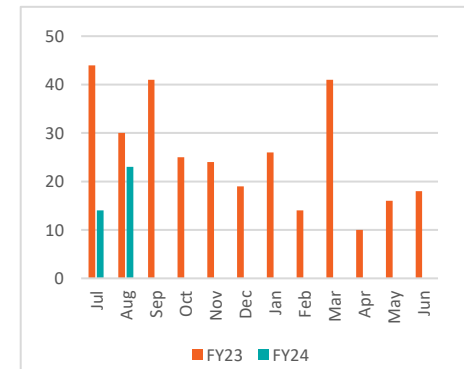
Results reported quarterly – first results will be reported in October

Business events secured



ACB helped to secure **6 new business events** in August, with an estimated \$1.1m of future economic benefit to the region. The events are due to be held in 2023 and 24

Business events – new opportunities supported



ACB generated or assisted with **23 new business events opportunities** for Auckland in August with dates through to 2027 and an estimated economic value of \$13.2m if all are secured.



SOI measure or component of SOI measure

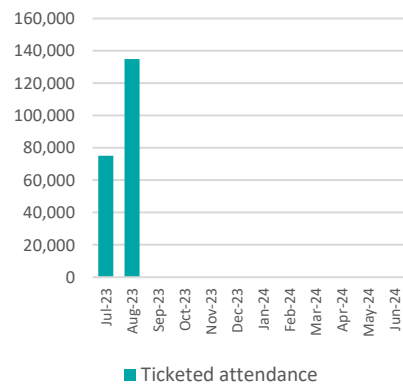
Facilities

Auckland Zoo	Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> • August visitation was 59,727, very slightly behind (-0.2%) target. Despite slightly lower than budgeted visit figures, revenue from all sources was \$1.04m, 3% ahead of target (\$1.01m). • August was the first full month after the new ticketing strategy was implemented. To date, the changes have exceeded ticket revenue expectations and have not shown any significant negative impacts on other discretionary spend at the at Zoo (retail, catering, etc). • New orangutan Daya's journey continued with her successful transfer from quarantine to the state-of-the-art South-East Asia High Canopy habitat. While the move went smoothly, her settling-in explorations have not been without incident – setting off a ‘tamper-poo’ sprinkler – as she made some unplanned minor modifications to her new home. • Widely covered in the media, Sumatran tiger Zayana instinctively killed her newborn cub shortly after the birth of a stillborn second cub. This is neither uncommon nor un-anticipated, especially for a first-time young mother tiger. The good news is that Zayana is none-the-worse for her experiences and will soon be back in season for continued breeding introductions with her partner Ramah. • The Zoo’s programme of te reo Māori language courses has extended by rolling out classes for the Zoo’s volunteer programme. The inaugural sessions prompted some excellent feedback and a keen interest from participants to learn more. • Almost 7000 students (approx. 6400 onsite, 600 online) engaged with the Zoo’s conservation learning programmes in August. 	<ul style="list-style-type: none"> • Ever Present: First Peoples Art of Australia welcomed 42,973 attendees up to the week ending 17 September. • Total visitors: 87,103 during July and August. • The MacKelvie international collection exhibitions <i>Threads of time</i>, and <i>Gothic returns</i> opened to the public. • The Gallery has confirmed it’s naming of one of its collection galleries after Apihau te Kawau. • New commissions are in train for the atrium, north terrace and south atrium for installation before the end of the year. • School holiday programmes rolling out through September. • Long lead exhibition development, research and institutional partnerships are making strong progress for summer 2024/25 and 2025/26. • The Gallery exhibition Heavenly Beings; Icons from the Orthodox Christian World opens in the first week of October at the Museum of Old and New Art (MONA) in Hobart.
NZ Maritime Museum	Auckland Stadiums
<ul style="list-style-type: none"> • NZMM confirmed its grant from NZ Lotteries to roll out its Digitisation Hub project. This work – focussed on sharing best practice digitisation skills with smaller institutions – will begin in February 2024 (post collection storage move). • Always Song in the Water – Art Inspired by Moana Oceania, has now opened in the Edmiston Gallery. The opening was well attended – the largest exhibition opening to date, and the museum has been receiving particular attention and social media pick up by the broader fine arts gallery community. The exhibition is based on Greg O’Brien’s eponymous book and the museum has re-published the book with additional content related to the exhibition which is now on sale. • Preparations continue for the offsite collection storage move at the end of 2023 with crating, reorganisation and move planning the current focus. The Collections Team is focussed on this activity and a collecting moratorium has begun. • The education centre refurbishment was completed in August, resulting in a more engaging and useable space for education groups and broader museum events. • NZMM, TAU Conventions and Sero Events (the museum onsite commercial events and catering company) signed an MOU to increase commercial use of museum spaces through increased collaboration. 	<ul style="list-style-type: none"> • August was a solid event month at Auckland Stadiums with a diverse range of activity highlighted by two NZ Warriors matches with strong attendance. • In total, Auckland Stadiums hosted 97 event days in August across Go Media Stadium, Mt Smart and North Harbour Stadium. These events attracted more than 62,900 people. • The welcome return of St Jerome’s Laneway Festival to Western Springs has been confirmed with the 2024 edition scheduled for 6 [REDACTED] <div data-bbox="1149 1217 2069 1489" style="background-color: black; height: 170px; width: 100%;"></div>

Auckland Film Studios sale		Western Springs Precinct	
<div></div>		<ul style="list-style-type: none"> As agreed in the SOI, mahi (work) continues on the Western Springs precinct concept. <div></div>	
		S7(2)(f)(i),(h),(i) LGOIMA 1987	
Aotea Creative Quarter	Integrating Auckland's cultural institutions	Single Operator Stadiums Auckland (SOSA)	
<div></div>	<ul style="list-style-type: none"> Council is leading work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board. A political working group led by Deputy Mayor Simpson has been briefed on potential legislative change options, working in collaboration with MOTAT and AWMM. Management remains connected to this work and the board will be kept informed as work progresses. 	<ul style="list-style-type: none"> TAU has delivered a SOSA plan update for Council as per Letter of Expectation. <div></div>	
		S7(2)(f)(i),(h),(i) LGOIMA 1987	

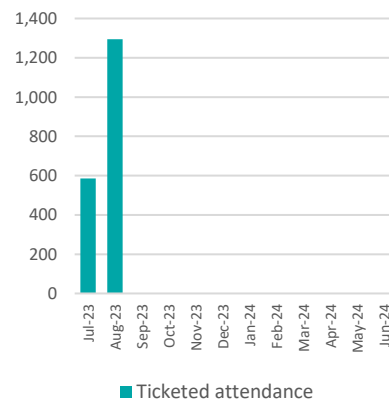
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative)



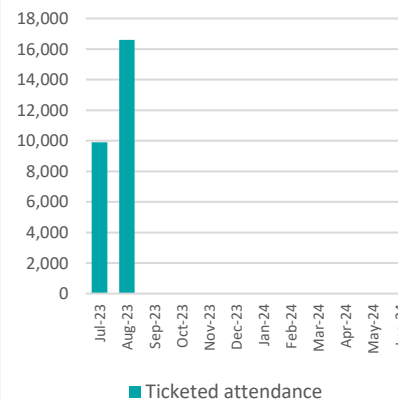
The Zoo's ticketed attendance is 135,000 YTD

Auckland Art Gallery ticketed attendance (cumulative)



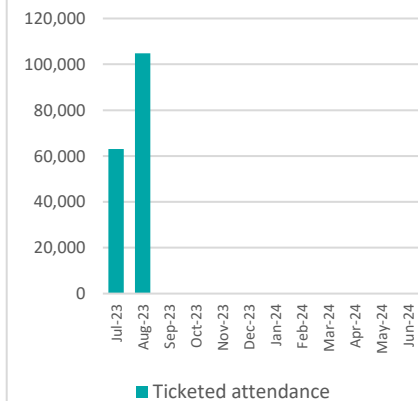
The Gallery's ticketed attendance was almost 1300 to end August

NZ Maritime Museum ticketed attendance (cumulative)



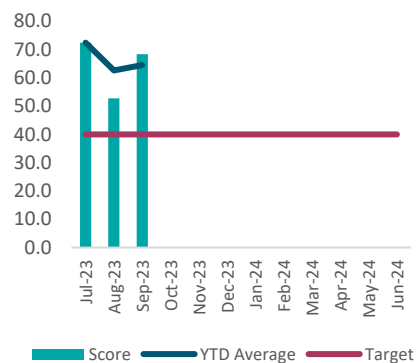
The Museum's ticketed attendance was 16,600 to end August

Auckland Stadiums ticketed attendance (cumulative)



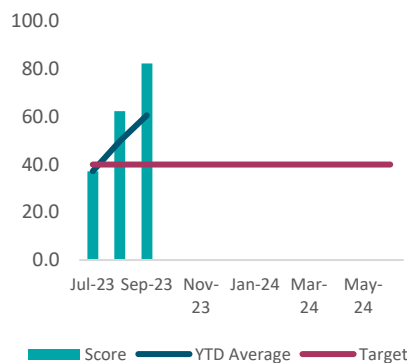
Auckland Stadiums' ticketed attendance was almost 105,000 to end August

Auckland Zoo NPS



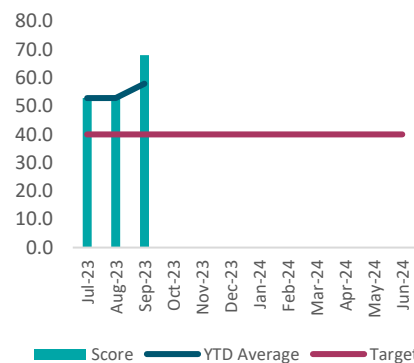
The Zoo's NPS score YTD is tracking ahead of target at 64

Auckland Art Gallery NPS



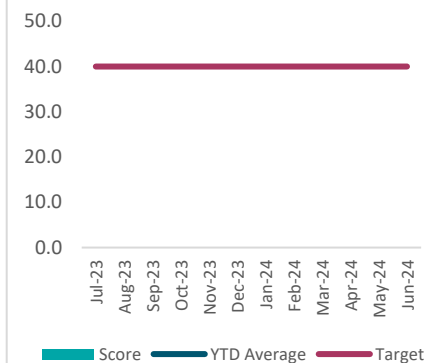
The Gallery NPS has improved and is now averaging 61

NZ Maritime Museum NPS

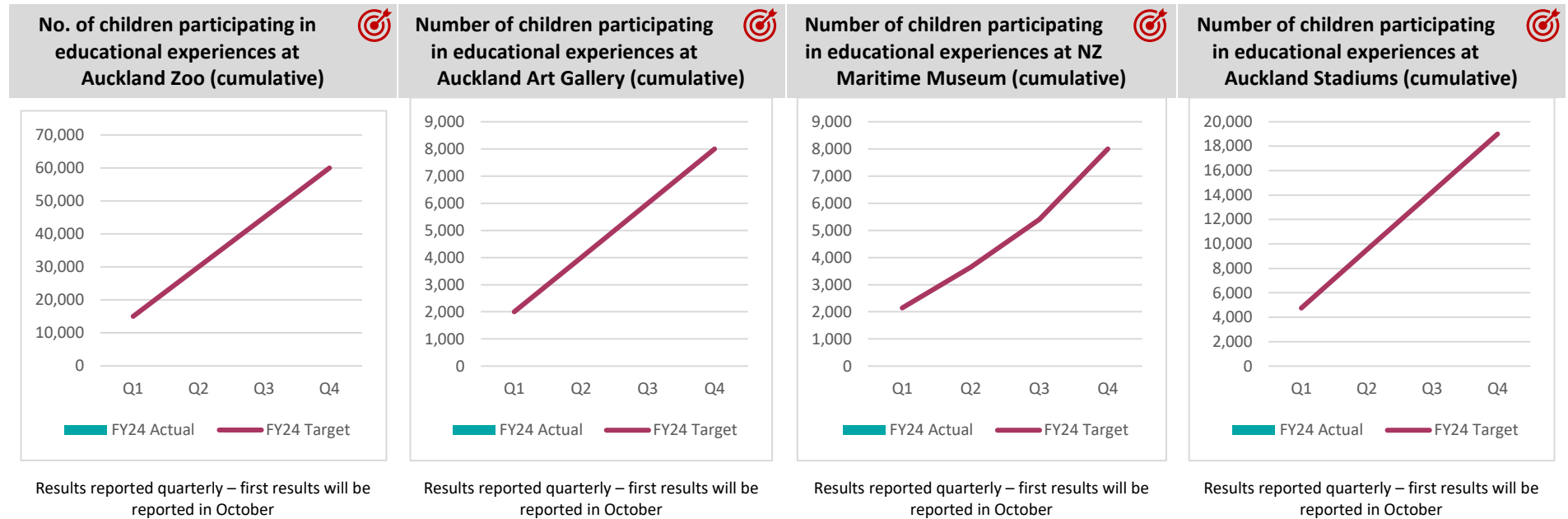


The Museum's NPS is tracking above target at 58

Auckland Stadiums NPS



No in-scope events were held at Auckland Stadiums venues in July or August – so no NPS result is available yet

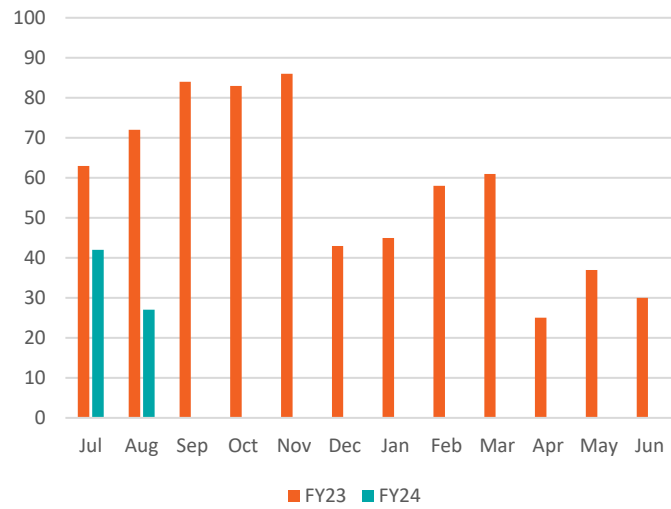


Investment and Innovation

Visitor Economy	Economic Transformation activity
<p>S7(2)(f)(i),(h) LGOIMA 1987</p> <ul style="list-style-type: none"> The Destination Auckland Partnership Programme has 115 financial partners. The Advisory Group met 17 August and is being chaired by TAU Board Director Graeme Stephens. Consumer marketing activity in Australia is underway after a partnership marketing workshop with key partners. This has determined the direction for paid marketing and public relations activity in Australia. Go with Tourism: Wrap up of the programme is underway and it will finish at the end of September. Heidi Gillingham has been nominated as an Emerging Tourism Leader in the NZ Tourism Awards. Destination Management: Night-time economy scoping work is underway as part of the City Centre Action Plan. A Cruise plan for the summer ahead is finalised. <p>Investment and International</p> <ul style="list-style-type: none"> The Diplomatic Study Tour was hosted 18-20 Sept. Ambassadors and Heads of Missions from 23 countries spent three days in Auckland and TAU and MFAT delivered a programme showcasing Auckland's tech, space, creative, marine and other sectors. The programme also included a mayoral reception for the corps. 	<ul style="list-style-type: none"> Ongoing work on the Investment and Attraction workstream of the City Centre Action Plan including a workshop session with Eke Panuku on prioritisation and funding and initiating work on the night-time economy action. Delivered a series of stakeholder presentations Including: <ul style="list-style-type: none"> Presented the State of the City: Benchmarking Tāmaki Makaurau Report – which compares Auckland's performance against nine peer cities – to the Auckland Business Network and Wynyard Innovation Network. Presented an overview of Auckland's Economic Challenges & Opportunities to international Heads of Mission as part of the Diplomatic Study Tour. Presented to Nic Blakely, new Deputy CE of MBIE on Auckland's Economic Development Challenges & Opportunities. Quarter 1 Project Ikuna Provider Hui was hosted on 21 September, bringing together delivery partners on the Pacific Skills Skill programme. Ongoing support to Climate Connect Aotearoa on the development of the Green Jobs and Skills Insights paper.
Screen & Creative	Tech & Innovation
<p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <ul style="list-style-type: none"> Unitary Plan Sites & Places of Significance to Mana Whenua, and filming: hui with iwi and industry to progress proposed changes held in Epsom. Auckland Screen Taskforce, a key action of the Screen Auckland Roadmap, held its inaugural meeting. Aim to set priorities for the group and what it will deliver. Review of Screen Auckland fees for permitting now confirmed to move ahead as part of council finance team's LTP process. Hollywood actors/writers' strikes continue. International projects still holding but with delays. 'NZ Inc' plans for LA attraction event postponed as a result. Henderson Creative Quarter: LTP Māori Outcomes funding options being prepared. Education core planning now underway, starting with input from Te Kawerau a Maki. Screen Auckland pleased to see The Convert, in official selection, premiere at Toronto International Film Festival. The Lee Tamahori-helmed Māori historical epic was filmed on the west coast at Whatipu. It was an incredibly complex location for council permitting facilitated by the team. Attended NZ Game Developers Conference in Wellington and in discussions with CODE, games incubator, to support its expansion into Auckland. 	<ul style="list-style-type: none"> TAU, Callaghan Innovation, NZTE, Auckland UniServices and Ara Ake partnered to host a tour of cleantech firms to connect with Outset Ventures, Aquafortus, NZ Steel, Mint Innovation and Avertana. TAU supported the regional finals of HTK Group PMP Programme, a 10-week digital start up accelerator for 50 rangatahi Māori representing six schools. Supported MBIE to undertake stocktake of tech career pathways/providers. Visit to GridAKL by Mayor Morisawa (and delegation) from Shinagawa Tokyo. Explored how to develop stronger links between the Auckland and Shinagawa startup and entrepreneurial ecosystems. The Innovation Network includes 142 companies representing 1220 individuals across the two GridAKL hubs in Wynyard Quarter. Across the region, GridMNK is supporting 99 founders through the Tukua programme. The Tāmaki Innovation Hub (Reserve) is supporting 138 founders; and Click Studios is home to 13 creative technology businesses, representing 41 individuals. Auckland Aerospace represented at the New Zealand Aerospace 2-day summit, held in Christchurch.

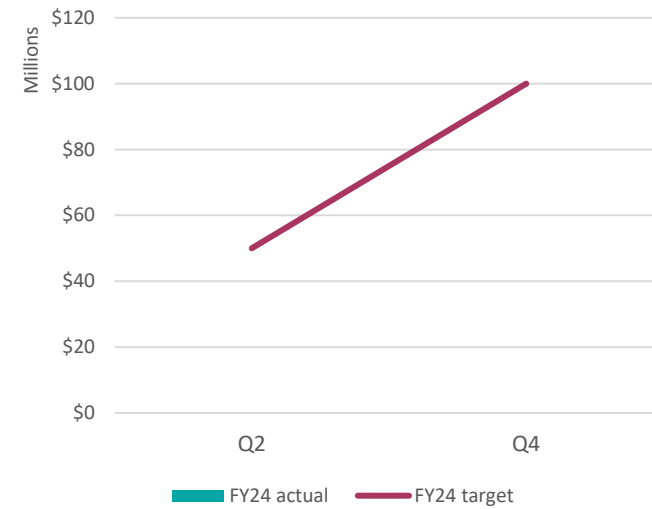
KPI RESULTS

Screen permits processed



Impact from the ongoing US writers' and actors' strike is clear in the decrease in permits year on year

Attributable value of private sector investment secured during the year



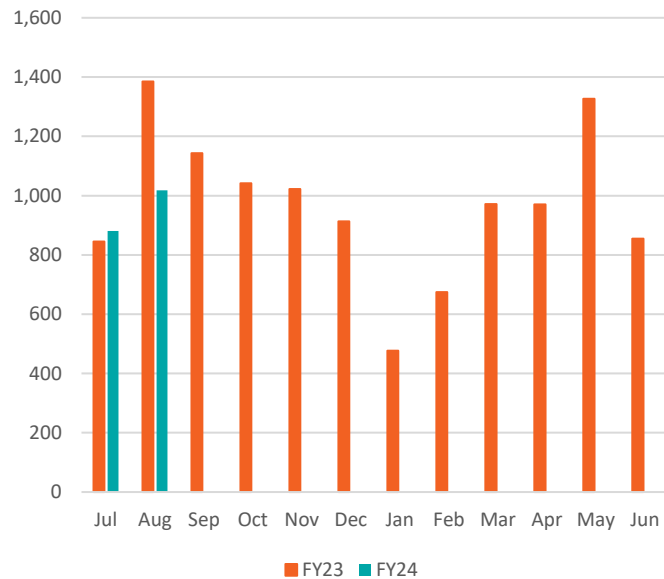
Results reported six-monthly

Brand and Reputation

Visitor	Events	Cultural Organisations
<p>Media famils</p> <ul style="list-style-type: none"> Organised broadcast for CH9 (Australia) with NRL great Jonathan Thurston on Waiheke Is and city centre to be played with Warriors NRL coverage on Nine's Wide World of Sport. Indicative reach is 250,000 with EAV \$75,000-\$150,000. Managed pre-recorded content for Optus Sport at Wēta Workshop Unleashed. <p>Visitor economy</p> <ul style="list-style-type: none"> Objectives, target markets and activity to promote Auckland to leisure travellers in the rest of New Zealand and Australia were confirmed in liaison with Destination Partnership Programme (DPP) partners. Always-on SEM activity began including content strategy work and procurement of an in-country supplier of consumer communications / content for eastern seaboard Australia. Developed inaugural EDM sent to DPP partners communicating key information. Project team for Auckland Iconic Eats was set up and media planning is underway. 	<p>Major events</p> <ul style="list-style-type: none"> Moana Auckland campaign partner, Waitapu Group, was onboarded. The BNZ Auckland Diwali Festival brand was updated to incorporate the new naming rights partner with accompanying media release. A media plan was developed for the women's international rugby union competition WXV I. For Elemental AKL, the communications team earned 66 pieces of coverage from 1 May to 13 August. The cumulative potential reach was 3,765,361, and the EAV was NZ\$762,992. <p>Business events</p> <ul style="list-style-type: none"> The Auckland Advocate Alliance campaign ran through social media and sponsored content to the end of September. Teamed up with Tourism New Zealand and Destination Queenstown for the significant Amway China media announcement that 10,000 of its top delegates will visit New Zealand this year. Strong media coverage in industry publications. 	<p>Auckland Art Gallery</p> <ul style="list-style-type: none"> The Ever Present advertising campaign continued with an additional upweight against social activities to target Wellington. Refreshed creative executions went into production to promote the 'free entry' message to drive visitation through the exhibition's final weeks. A radio promotion with Mai FM ended on 28 Aug with winners receiving an exclusive tour on 5 Sep. A total of 3.5 million opportunities for ads to be seen was achieved to date with Tik Tok driving the bulk of these. A total of 4,700 clicks to site were delivered, resulting in an average CTR of 0.13%. <p>NZ Maritime Museum</p> <ul style="list-style-type: none"> The Museum's marketing efforts continued across the month with a focus on temporary exhibition Always Song in the Water across earned, owned and paid channels.
Auckland brand and reputation	Investment and Industry	Discover Auckland
<ul style="list-style-type: none"> Internal agency highlights: Screen Attraction brochure, Zoo Father's Day campaign, Pasifika Festival logo refresh, ACVE trade collateral, NZMM Always Song in the Water campaign; State of the City, Elemental, Diwali sponsorship, Fashion Week, kaimahi Māori, and Study Auckland university and school videos filmed and produced. Designs for new office premises completed. LGOIMA: Responded to a request to council from a member of the public about processes in place around TAU Board director Hinurewa te Hau standing for Parliament. TAU's Company Secretary assisted with answers, with CE as 'decision maker'. 	<ul style="list-style-type: none"> Climate Connect Aotearoa: secured He Kete Mātauranga coverage for <i>This Climate Business</i> podcast interview with Cornell Tukiri. Developed communications plan for climate insights report. Screen Auckland: The new Screen Auckland website live late November. Finalised <i>LA Times</i> media feature (awaiting publication). Te Puna – information event at Te Pou Theatre 25 October, developing marketing and comms, timeline and content and guest list for info night. Tech Tāmaki Makaurau 1 year wrap – video for public channels in progress. Developed communications plan and associated collateral including media release for late September. 	<ul style="list-style-type: none"> Horizon 1.75 complete Collections enhancements underway 2 deployments, 23 enhancements, 13 bug fixes Purple shirt UX research almost complete

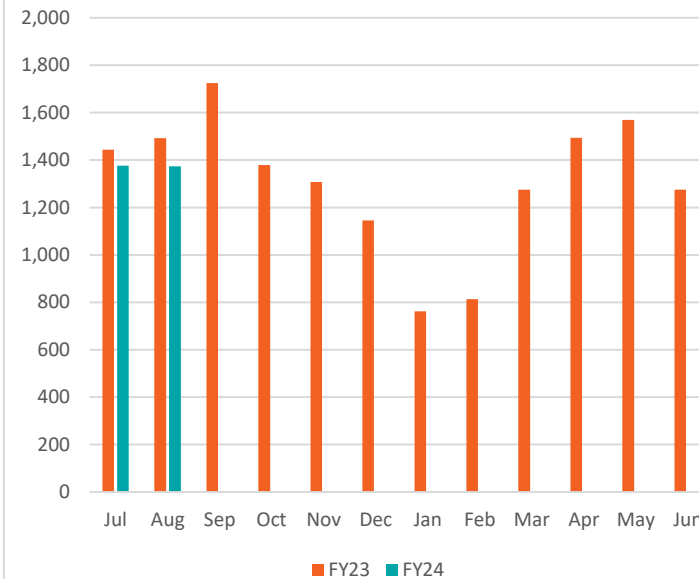
KPI RESULTS

Auckland Brand Home visits



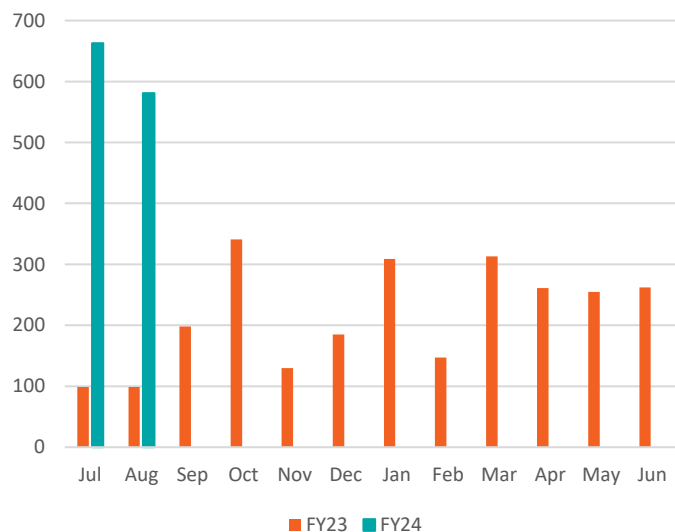
Assets mainly used by kaimahi. Increase from last month mainly due to a large 100+ asset download from tertiary marketing.

Download of brand assets



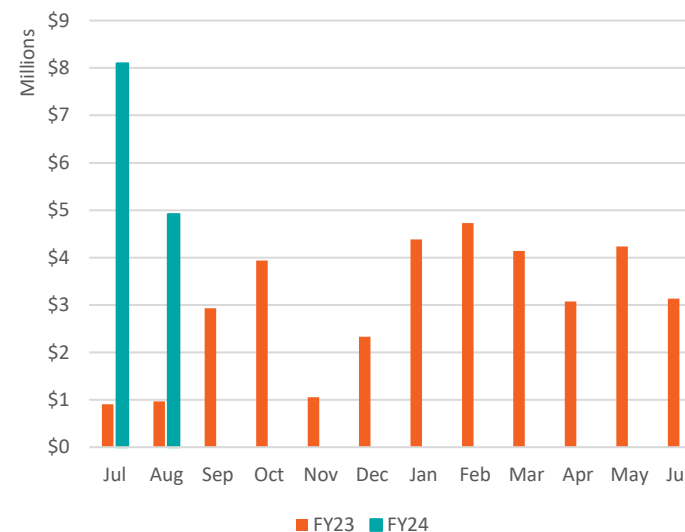
Downloads predominantly used by kaimahi, similar numbers to last month.

Media coverage mentioning TAU



While still tracking very high, the **12% decrease** in mentions is due to less reporting on FIFA WWC as final games were played in Australia. Other notable domestic coverage included NZ Fashion Week, announcement of the Amway China conference, and mentions of Go Media Stadium, Mt Smart in relation to various Warriors games.

Equivalent Advertising Value (EAV) of TAU media coverage



The **39% decrease** in EAV can be attributed to the split of FIFA WWC event games taking place in Australia, resulting in a drop in high value domestic & international broadcast of NZ-based FIFA fixtures. We can expect a similar trend next month as coverage/EAV returns to normal levels.

Organisation and Social Enterprise

Culture and Values

- Following consultation and confirmation of the new ELT structure, it is proposed that the values work undertaken last year (and paused pending clarity following the annual budget process) will be revisited with a view to finalisation over Q3/Q4.

Project Whanake

- Organisational change** programme continues, however is winding down for the 200 FTE exiting with only EOI (expression of interest) recruitment processes continuing to **fill vacancies**. Exit processes for majority will be completed by end of September with only a small number working on defined pieces of work.
- The Executive change proposal supporting the revised operating model has commenced with confirmation expected in mid October.

Commercial Revenue & Partnership Strategy

ICT Enhancement

- Sponsorship** recruitment complete – new people starting in September and October to implement sponsorship framework and strategy.
- Philanthropic grant funding** recruitment partially complete with a new person starting in September to drive implementation of the grant funding strategy. Remaining role to be re-advertised. Engagement with council legal and finance department continuing to move some Company activities to Trust. Approval to be sought from ELT, TAU Board and Governing Body for changes to the Trust Deed. Project being transitioned to BAU from October.

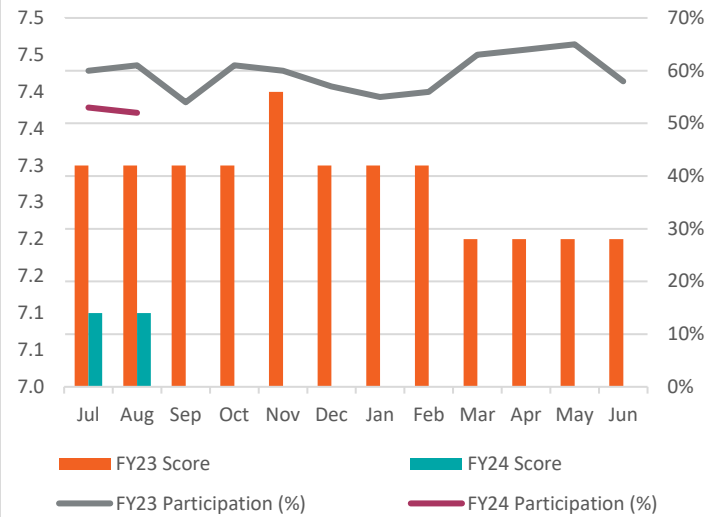
- Increased venue use:** engagement with business units continuing – signoff of collaborative frameworks and yield guides by Gallery, Zoo and Auckland Stadiums expected by 19 September. Operations models being worked through and documented. First training workshops held at Gallery. NZMM MOU signed by all parties. All Sales and EVCO new staff members now recruited and onboarding and induction activities underway for majority – last person to start September. Project being transitioned to BAU from October.

- The **transition to Council Shared Services** continues, but the move to standard End User Devices has been challenging, and testing and roll out is behind schedule.
- The **SAP migration project for the TAU Trust is currently under review** to ensure that it delivers ROI and is in line with council's future ERP direction.
- The **CRM for Māori Outcomes** has been delivered, in addition to the implementation of the automated **membership renewal journeys** for the Zoo, with Gallery journeys in development to follow soon after.
- Early work has started to define the solution for a self service **Destination Partnership Programme Portal**.
- Work to implement a **new ticketing solution at the Gallery** ahead of *Guo Pei: Fashion Fantasy* continues, along with a new point of sale in the shop to support Christmas trading revenue targets.

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

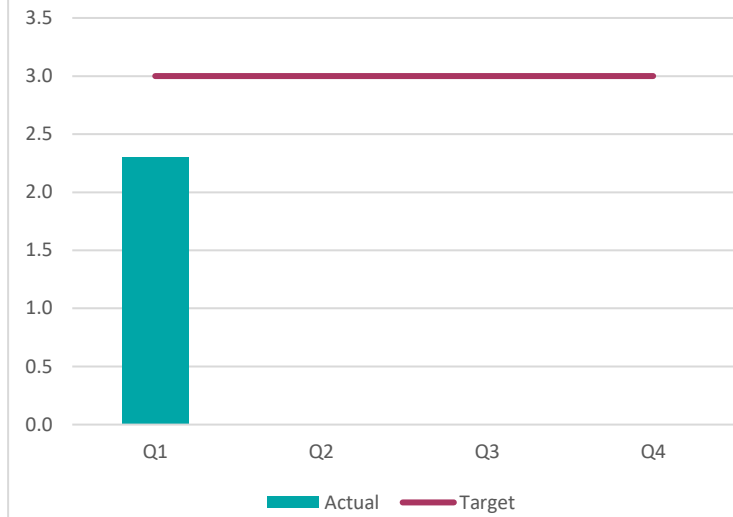
S7(2)(f)(i)
LGOIMA 1987

OfficeVibe engagement score and participation



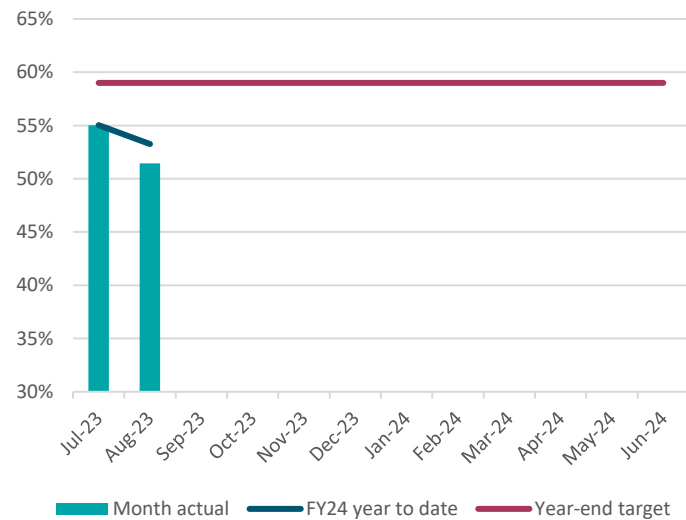
Participation **decreased** in August to 52%; the score has remained stable at 7.1

Cybersecurity posture



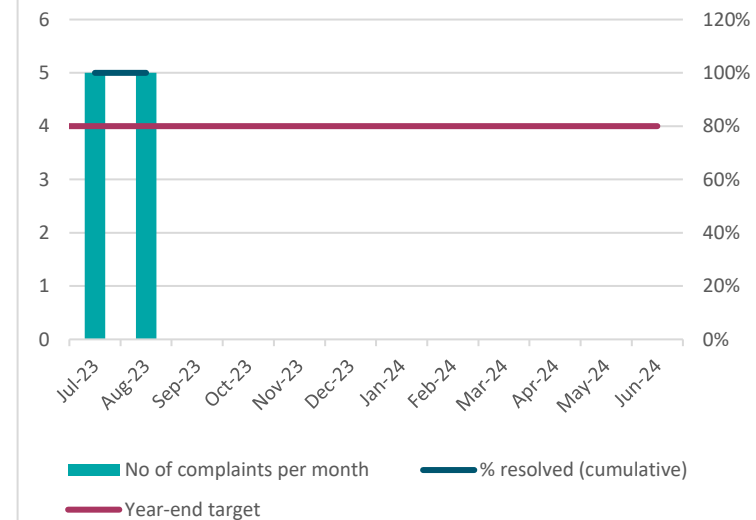
No cyber security breaches

% expenses through non-rates revenue



Year to date percentage of expenses through non-rates revenue were **below target**.

% of customer complaints resolved within 10 working days



% of complaints resolved within 10 working days **is on target** YTD (100% complaints resolved)

Māori Outcomes

Kia ora te Ahurea | Māori Identity and Culture

- **FIFA Women's World Cup 2023:** A report provided by the Whāriki Māori Business Network shows a TAU-supported Whāriki initiative to promote and showcase Māori businesses during FIFA WWC resulted in increased trade for participating pakihi Māori. A Critical Reflection Tool process will be undertaken through Reeves and Associates to consult with staff who introduced an expanded Māori Outcomes focus to council's hosting of the tournament.
- **M9 November 2023, Aotea Centre:** Māori Outcomes confirmed its sponsorship of the November 2023 event, to be held at Aotea Centre. Held quarterly, M9 is a Ted-talk type event produced by Janda and Ria Hall, featuring nine influential Māori speakers who bring their unique perspectives to each theme. As a sponsor, Māori Outcomes is able to distribute sponsor benefit tickets to 200 mana whenua and key stakeholders, enabling them to experience this celebration of te Ao Māori.



Kia ora te Umanga | Māori Business, Tourism and Employment

- **Māori Creative Economy Symposium March 2024:** Investment & Industry and Māori Outcomes continue their partnership to present this one-day symposium aimed at identifying key actions for inclusion in council's Economic Development Action Plan and the Kia Ora Tāmaki Makaurau Framework. Māori Outcomes has appointed an internal project manager to coordinate workstreams. Janda will project manage the event.
- The Screen Auckland/Māori Outcomes **engagement process for an indigenous filming protocol and Unitary Plan Change** in support of the screen sector continues. A further pānui was sent to mana whenua representatives on 6 September, inviting the group to attend the first wānanga session (19 September). An introduction was made to Eru Rārere-Wilto, who has joined the Screen Auckland rūpū as an advisor.
- **Māori Economy LTP bid:** Māori Outcomes, and Investment and Industry continue to partner in the development of a LTP bid that focuses on initiatives to support and grow the Māori economy in Tāmaki Makaurau. Māori Outcomes has appointed an internal project manager.
- **Te Puna (Henderson Creative Quarter):** co-designing the education priorities with Te Kawerau a Maki to embed values-alignment and outcomes for iwi and mātāwaka from the outset.

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- **Tātaki Auckland Unlimited Māori Engagement Committee:** this committee is a forum of strategic and practical value, guiding the governance relationship expected of Council Controlled Organisations and Māori entities, both mana whenua and mātāwaka. The first meeting agreed to develop the draft charter in preparation for the November meeting, and confirmed future proposals to strengthen bilateral relationships with mana whenua are a process to be led and determined by the TAU Board.
- **Whāia Te Ao Māori:** Awa Associates (research consultants) presented their findings at the Gallery's all-staff meeting in early September. A post-evaluation survey has been sent out to Gallery staff and external interviewees to inform the next instance of Te Whāia te Ao Māori, planned for Q4 FY23/24.
- **Tātaki karakia and waiata launch:** two karakia and a bespoke waiata have been created for TAU. Over the next two months, a series of activities will be held across TAU to raise awareness and use of these taonga. The karakia and waiata have been included in the Taki cultural competency app update, which went live in early September.
- **Te Ara Whakapakari 2023 (Māori Careers Expo) Oct 2023:** Māori Outcomes has confirmed sponsorship to cover venue hire at Aotea Centre. The expo will showcase te ao Māori-inspired career pathways in the education business, music and entertainment sectors.
- **Partnering with mana whenua and mātāwaka:** the Whāriki Māori Business Network submitted its annual report, highlighting the positive impact of TAU's institutional and financial support.
- **Te Mahere Aronga:** following two years of TMA implementation, a highlights and successes publication *Ākina* has been produced. It shows a sustained effort and commitment to advancing cultural and economic well-being for Māori enterprise, Māori creatives and whānau of Tāmaki Makaurau. The publication will be shared internally and with key external stakeholders.
- **Viaduct Events Centre bilingual signage:** the project to install bilingual wayfinding and visitor information signage at the Viaduct Events Centre as part of its refurbishment is at detailed design stage.
- **Taki app update:** content update to Taki cultural competency app launched 8 September.

KPI RESULTS

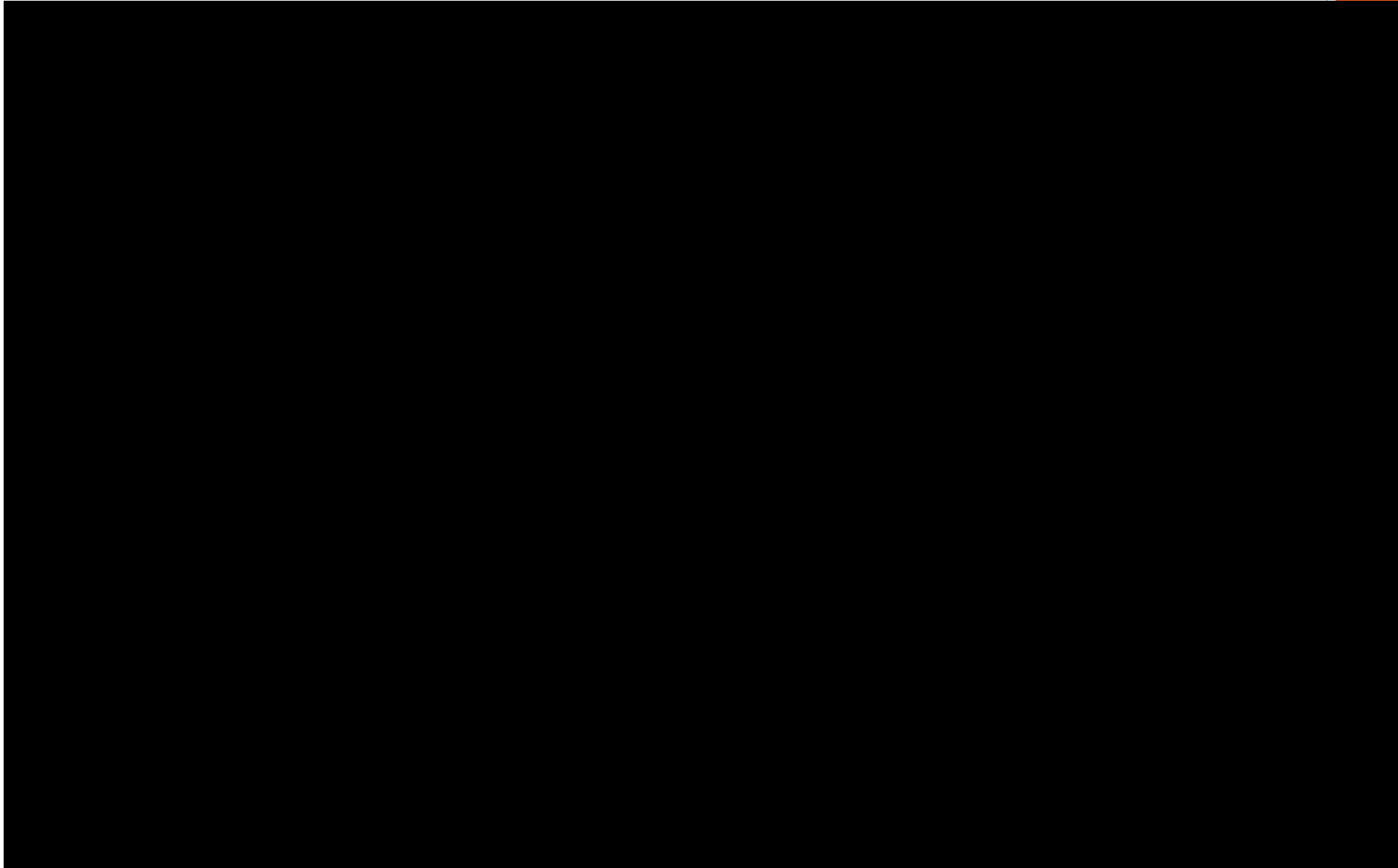
<div> <div> Number of Māori businesses that have been through a TAU programme or benefited from a TAU intervention </div> <div>  </div> </div>	<div> <div> Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau </div> <div>  </div> </div>
<div> <div> <div> <div>60</div> <div>50</div> <div>40</div> <div>30</div> <div>20</div> <div>10</div> <div>0</div> </div> <div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div> <div> <div>FY24 Actual</div> <div>Year end target FY24</div> </div> </div> <div> <div> <div>Result reported quarterly – Q1 results will be reported in October</div> </div> </div> </div>	<div> <div> <div> <div>45</div> <div>40</div> <div>35</div> <div>30</div> <div>25</div> <div>20</div> <div>15</div> <div>10</div> <div>5</div> <div>0</div> </div> <div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div> <div> <div>FY24 Actual</div> <div>Year end target</div> </div> </div> <div> <div> <div>Result reported quarterly – Q1 results will be reported in October</div> </div> </div> </div>

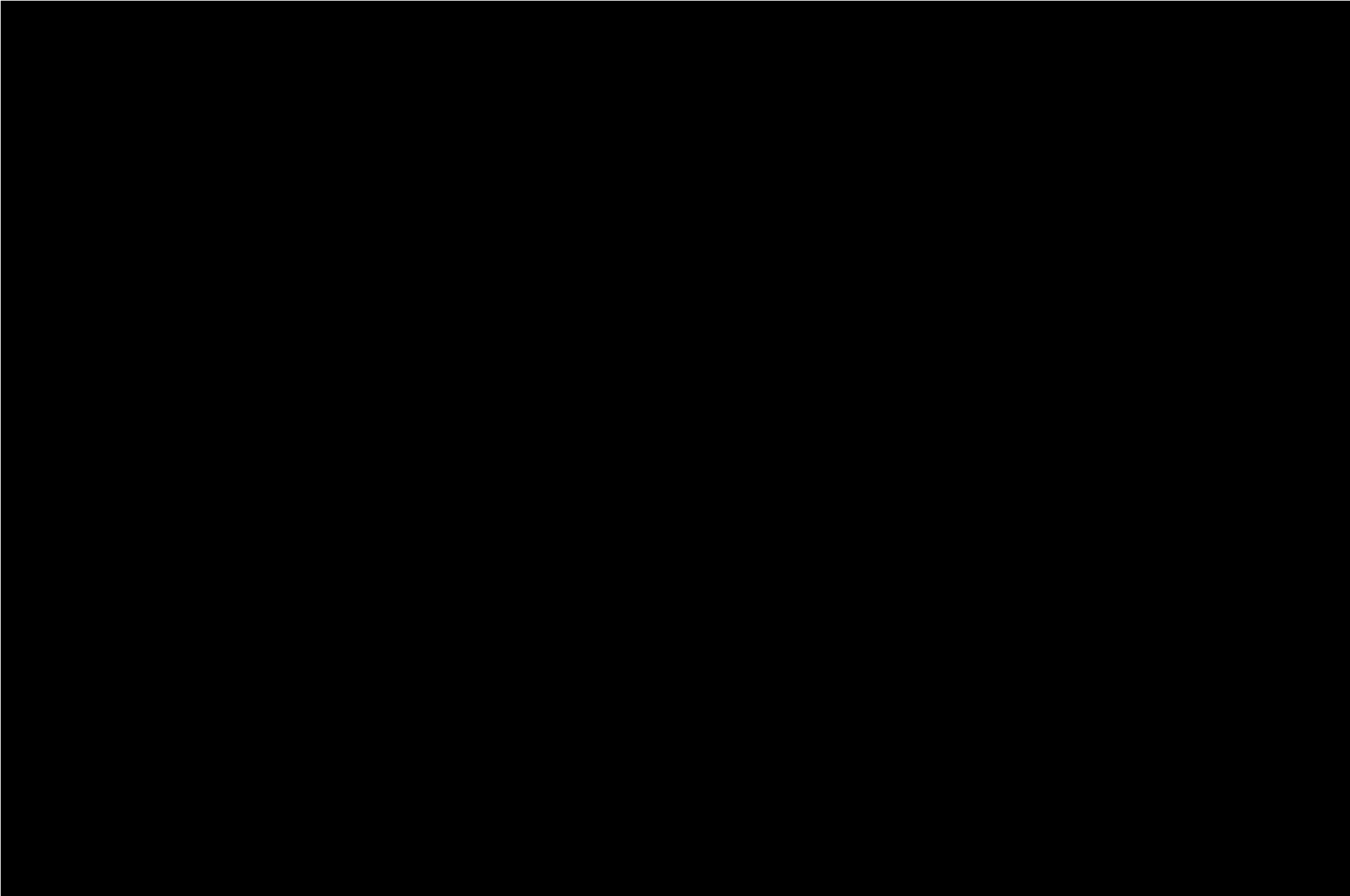
Schedule of Appendices

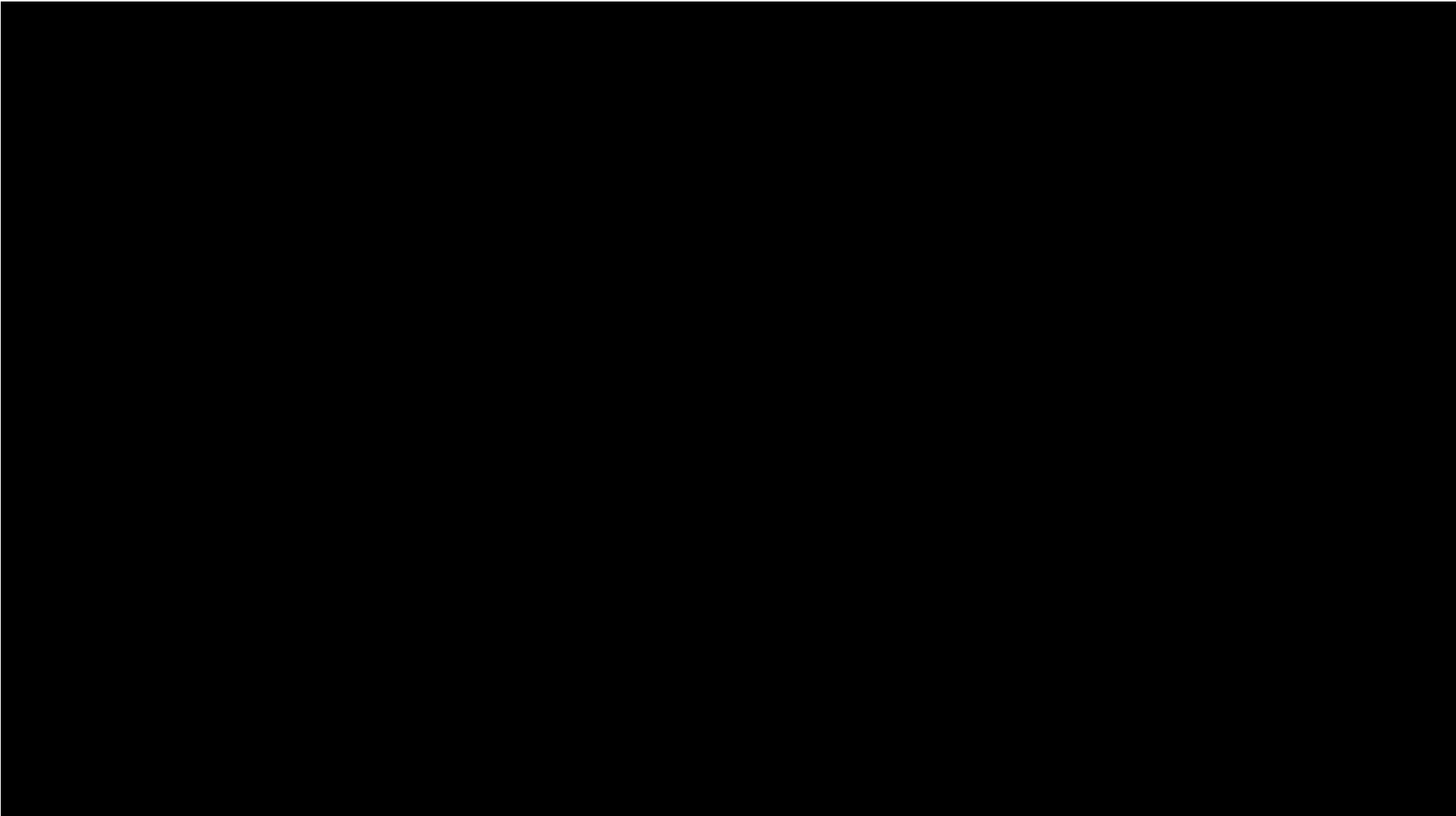
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)
- Commercialisation of Media Assets Status Report (Monthly until completion)

4. CE sub-reports in Resource Centre

- Finance Report (Monthly)
- Risk Report (Monthly)







Monthly operating performance



Operating performance trend

\$ million	Notes	FY 24 YTD			Full year Budget
		Actual	Budget	Variance	
Net direct expenditure	A	18.6	19.2	0.6	86.3
Direct revenue	B	15.7	12.8	2.9	94.5
Fees and user charges		9.4	7.8	1.6	54.2
Operating grants and subsidies		2.0	1.6	0.4	25.4
Other direct revenue		4.3	3.4	0.9	14.9
Direct expenditure	C	34.3	32.0	2.3	180.8
Employee benefits		15.3	13.5	(1.8)	77.9
Grants, contributions and sponsorship		1.1	0.9	(0.2)	7.7
Other direct expenditure	D	17.9	17.6	(0.3)	95.2
Other key operating lines					
Vested assets		0.5		0.5	
Depreciation and amortisation		9.2	9.3	0.1	55.7
Capital grants to Partners		0.0		0.0	
Finance & Interest		(0.2)	(0.0)	0.2	(0.1)
Other funded activities		0.4		(0.4)	



Capital investment trend

Capital expenditure (incl. AFS)	E	1.9	6.3	4.4	67.2
Capital revenue		0.3		0.3	



Key commentary

A. Net Direct Expenditure is favourable to budget due to strong visitation at the Zoo and Maritime Museum and better than expected event revenues, offset by additional costs from the timing of the implementation of staff changes and additional staff to support increased event activity.

B. Revenue is favourable to budget due to strong visitation at the Zoo and Maritime Museum and better than expected event revenues.

C. Costs are slightly adverse due to the timing of staff change implementation costs, and additional casual staff needed for revenue generating events.

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.

E. Capital programmes have had a slower than anticipated start due to ongoing delays related to flood remediation, this however is a timing issue that is expected to be rectified in the coming months.

TECH TĀMAKI MAKAURAU

ACCELERATING AUCKLAND'S TECHNOLOGY INDUSTRY

YEAR 1 ACHIEVEMENTS



Tātaki
Auckland
Unlimited



Auckland's technology industry economy

The technology industry of Tāmaki Makaurau Auckland is dynamic and growing, and has the potential to support greater productivity, prosperity and wellbeing for our communities.



**Boasts over 11,000
firms**



**Home to 120 of Aotearoa's
top 200 tech companies**



**Contributes \$13.6 billion
to the region's GDP**



**Employs over 70,000
highly skilled jobs**



**Estimated to support
3,500 new jobs by 2025**

Informed by industry

Tech Tāmaki Makaurau is a three-year programme of action, developed with industry:

- to grow Auckland's \$13.5 billion technology industry
- to create more high skilled jobs
- to attract more tech talent and investment into the region.

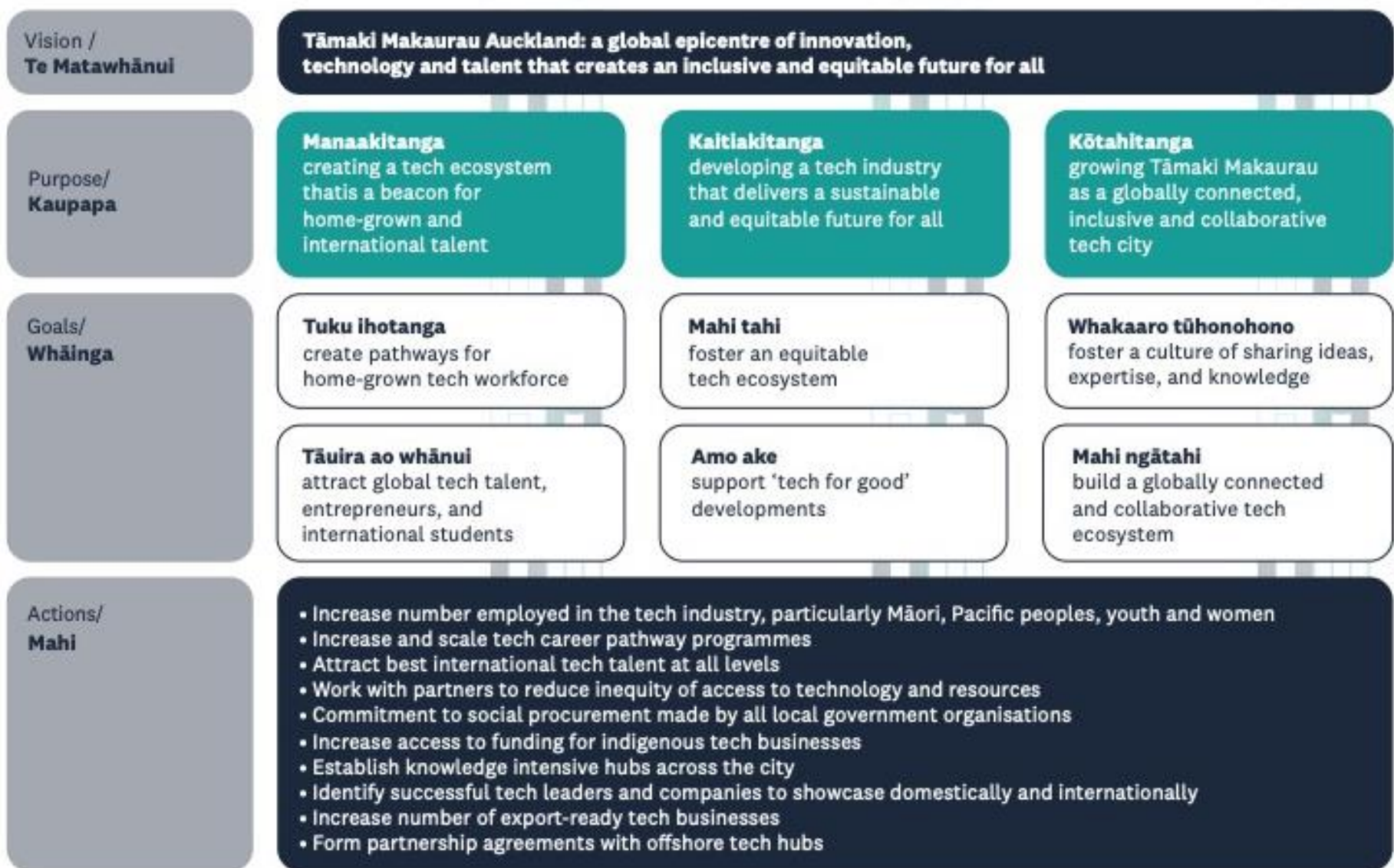
An Industry Advisory Group was established to inform prioritisation of actions, and guide delivery of the programme.

Industry Advisory Group:

Clearhead, Datacom, Spark, Microsoft, Fisher & Paykel Healthcare,
Pasifika in IT, Te Matarau Māori Tech Assoc,
Faction, Medtech Global, Dotterel,



Tech Tāmaki Makaurau strategy





MANAAKITANGA

Creating a tech ecosystem that is a beacon for home-grown and international talent



Māori participation in tech research

Te Au Hangarau identified which factors influence participation and success of Māori in the technology industry, and foster a sense of belonging:

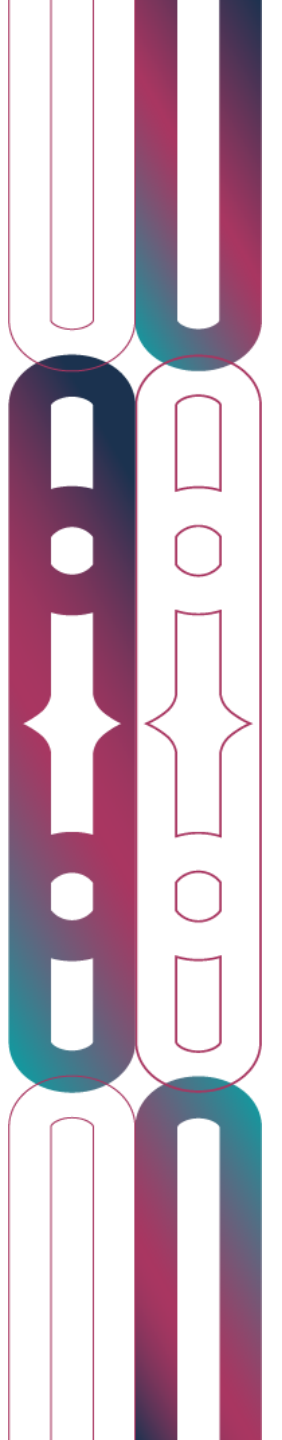
- enhancing Māori leadership and profile
- creating culturally safe and literate workplaces
- providing culturally anchored support networks.

A downloadable insights pack was published with recommendations for action, for organisations in the tech industry that aspire to create diverse workplaces where Māori will thrive.

For more information click [here](#).

Partnership with Spark Foundation

Supported by Te Matarau (the Māori Tech Association).





Kickstarting Cultural Competence

Created a cultural competency pilot programme - *in partnership with Amia* - to build on the findings of *Te Au Hangarau*.

The pilot aims to **develop a tech industry that is culturally safe, where rangitahi are welcomed and nurtured.**

The pilot is built around reciprocity - bridging business objectives and Māori principles - to bring about shared understanding.

In service of customer impact and value

Organisation

Creating an environment where customers and kaimahi thrive



Kaimahi

Confident to step into tech, able to connect and contribute for impact

Tech careers

Showcased **tech career pathways to 650 secondary school students, from 30 schools** across Auckland.

- [Tech23](#) one-day tech careers expo with 40 innovative technology companies.
- South Auckland in-school STEAM education programme.

Partnerships with Ministry of Education, NZTech, Media Design School, Microsoft, MOTAT, Drone Legends, Auckland Zoo, Space Base and Te Matarau (Māori Tech Association).



Kirat Kaur

Lynfield College

International talent campaign

Auckland is Calling campaign launched.

Results in first four weeks:

- 200,000 unique website views
- 2000 referrals to the 'We See Tomorrow First' website (half of all visits)
- 1000 referrals to the 'WorkHere' recruitment site.

View the campaign, featuring tech professionals, [here](#)





KOTAHITANGA

Growing Tāmaki Makaurau as a globally connected, inclusive and collaborative tech city

Migrants in Tech

A thriving community was launched.

The programme – featuring meet ups and learning webinars – **has connected 500 tech migrants**, supporting recent newcomers to Auckland and helping them navigate the tech industry.



Collaboration and knowledge sharing

A key goal of Tech Tāmaki Makaurau is to **foster a connected and collaborative tech ecosystem** via a culture of sharing ideas, expertise and knowledge.

In support of this goal:

- **launched a new microsite** showcasing industry news, insights, research and an events calendar
- delivered 'Tech Connect' events, **for 200 tech stakeholders**
- **welcomed the Finnish Prime Minister** and Finnish trade delegation to meet with five deep tech companies, showcasing their technology and innovation.



2022 Auckland tech sector insights

The report presents key data and insights into Auckland's TIN200 companies and their performance.

\$6.78

billion

Total AKL export revenue

\$1.42

billion

Wages to local employees

\$796

million

Spent on R&D
(10% of every dollar earned)

The insights report can be viewed [here](#).





KAITIAKITANGA

Developing a tech industry that delivers a sustainable and equitable future for all



Digital Manufacturing Light pilot

Launched in partnership with University of Auckland.

Supports SME manufacturing firms to de-risk their adoption of digital solutions that increase productivity.

By applying a modular 'off the shelf' methodology, the Digital Manufacturing Light pilot aims to:

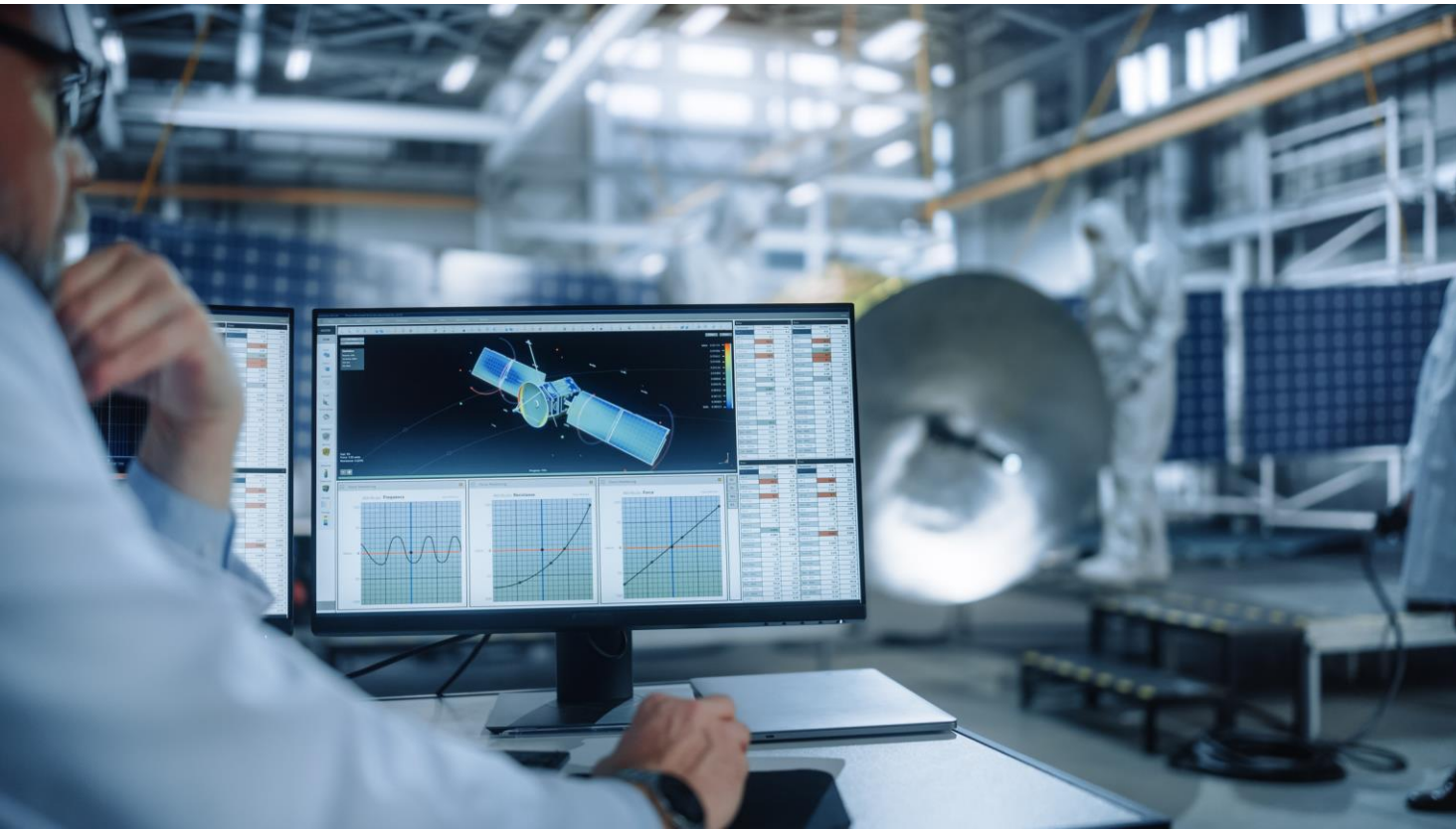
- **remove the cost barrier** through a low-cost approach
- **remove the risk barrier** by starting with non-core systems
- **remove the complexity barrier** by adopting one digital solution at a time.

Next step – continue to advocate for advanced manufacturing government funding.

Aerospace Auckland Inc. launched

The programme – with five meet up events in Year 1 – **connected 400 industry experts** to support growth of the emerging space sector in Aotearoa New Zealand.

Board established with representatives from Tātaki Auckland Unlimited, Rocket Lab, BNZ, University of Auckland Space Institute and Martin Jenkins. To find out more, visit [Aerospace Auckland](#).



NZ Cleantech

NZ Cleantech partnership established:

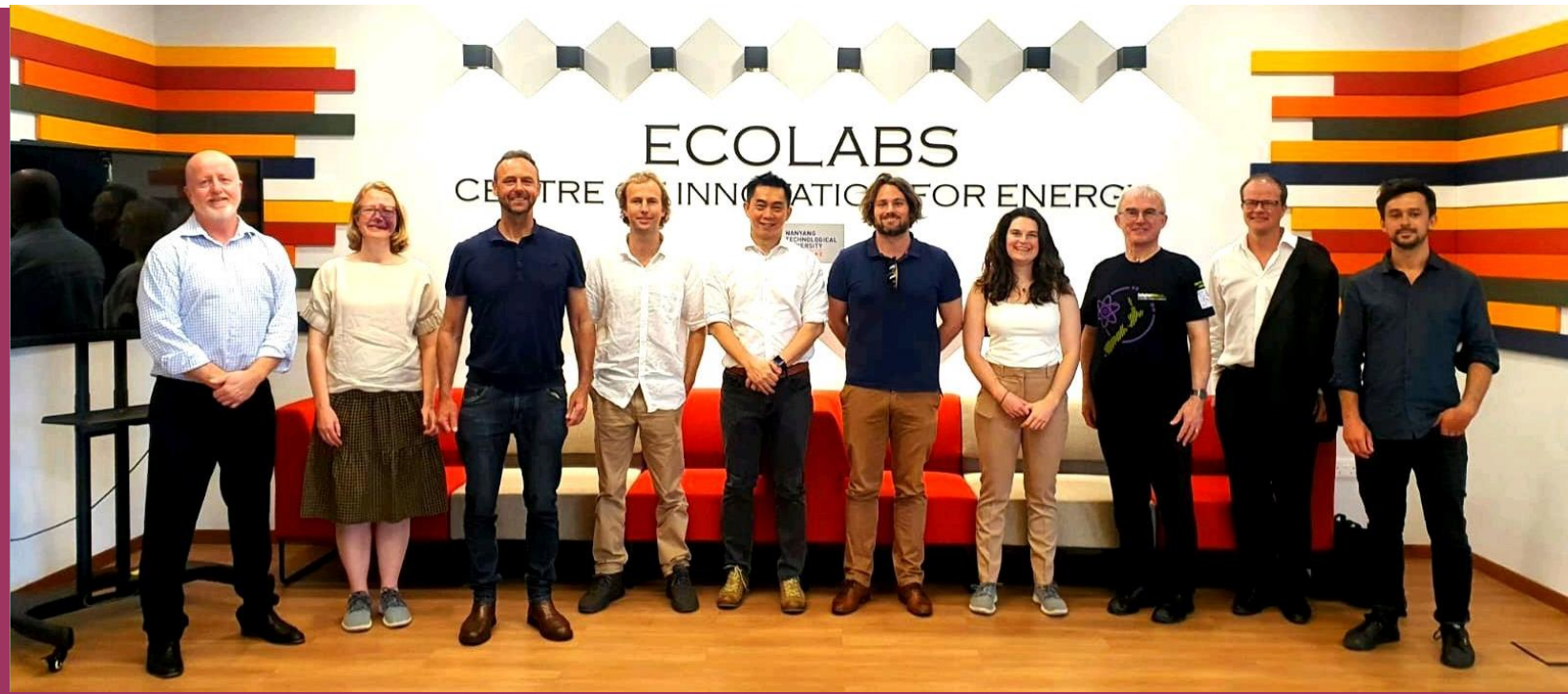
- **to accelerate growth** of the cleantech innovation ecosystem
- **to support cleantech innovators** create products that help solve climate challenges.

Collaboration with Callaghan Innovation, Uniservices, Kiwinet, NZTE, NZGCP, Are Ake and the McDiarmid Institute.

Key Year 1 Deliverable:

Cleantech Mission to Singapore – with 13 emerging cleantech companies:

- participation in Cleantech Forum Asia
- pitch to potential investors
- connection with in-market experts
- establish offshore partnerships.



Medtech Innovation

Supported University of Auckland's Medtech-IQ Tāmaki Makaurau programme.

To **attract more investment in medical research and development**, and drive productivity growth:

- spaces for teaching and simulation
- manufacturing platforms
- access to clean labs and incubation activities
- commercialisation support for spinout companies.

Collaboration with Tātaki Auckland Unlimited, Uniservices, AUT, Te Whatu Ora and Callaghan Innovation.



industry.aucklandnz.com/business/techaki

To learn more contact:

Marissa Brindley

Head of Tech and Innovation

Marissa.brindley@aucklandnz.com

Ryan Archibald

Manager Tech Industry

Ryan.archibald@aucklandnz.com



Digital Journey

Report to the Board of Tātaki Auckland Unlimited

Meeting date	10 October, 2023
Author	Mandy Kennedy CDO
Approved by	Nick Hill, CE
Purpose of paper	For Noting
Company and/or Trust paper	Company and Trust
Proposed resolution	That the Board: 1. Note the update.

PURPOSE

The purpose of this paper is to present the Digital Journey that Tātaki Auckland Unlimited (TAU) has recently undertaken, and to outline our trajectory for future Digital Change.

The presentation for the session is attached, which explains the core platforms which underpin this Digital Transformation, and a video of recent successes will also be played at the session.

BACKGROUND

TAU as a combined organisation post the 2020 merger of Regional Facilities Auckland and ATEED, has undertaken a deliberate staged journey to move from an organisation with significant technical debt and disparate systems, to one with fit for purpose technical solutions which support our operating model and assist us to deliver to our Statement of Intent through focusing on initiatives which drive revenue generation and automation as a means to deliver efficiencies.

This journey has had to be achieved whilst simultaneously maintaining our cybersecurity posture, delivering technical infrastructure for key events such as FIFA, and ensuring that our systems remain available to the organisation and delivering regular requests which meet user expectations.

FINANCIAL

N/A

RISK

N/A

LEGAL

N/A

CONSULTATION / MĀORI OUTCOMES

N/A

RECOMMENDATION

It is recommended that the Board:

1. **Note** the update.

Written by:



Mandy Kennedy
Chief Digital Officer

Reviewed by:



Justine White
CFCSO

Approved by:



Nick Hill
CE

ATTACHMENT SCHEDULE

Attachment 1	Digital Journey
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Tātaki Auckland Unlimited Digital Journey

October 10th, Mandy Kennedy

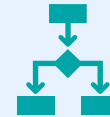
Tātaki Auckland Unlimited Digital Strategy is to create a unified technology landscape which is:

- aligned with Council's 'fit for purpose' technology strategy
- supports our operating model
- delivers on our SOI goals of revenue generation and automation efficiencies
- is customer centric
- supports the organization to be digitally enabled and data - driven.

To achieve this, we adhere to the following digital principles:



- Cloud based, best of breed, out of the box implementations.



- Enabling data-based decision making.



- Secure, supported, scalable and performant solutions.



- Integration and automation to remove rework and double handling.



- Innovative customer engagement and revenue generation tools.



- Prioritisation of initiatives based on value.

Crawl - 2020-2022



Walk - 2022-2024



Run - 2024 onwards



CUSTOMER FACING INNOVATIVE SOLUTIONS

- Zoo self-service membership portal
- Go With Tourism website
- Zoo centennial website

- City Wide Calendar
- Discover Auckland platform
- Climate Connect website
- Screen Auckland website
- Destination Partner self-service portal

- Customer Personalisation
- Seamless customer digital journeys
- Increased self-service channels
- Mobile apps

APPLICATIONS

- Siloed implementations of POS
- Gallery Contemporary Benefactors solution
- Zoo membership portal
- Transition of core event management and rostering solutions to shared cloud instances.

- Standardisation of core applications including , Customer Relationship Management, email communications platform, ticketing, Point of Sale, Café Points of Sale, volunteer management, Zoo learning management solution.

- 360 degree customer view across TAU with associated permissions.
- Cross sell and upsell initiatives
- Potential commercialisation of Discover Auckland platform
- Single finance system

ENABLING PLATFORMS

- Data 'Puddle' for Auckland Live.

- Data platform ingesting limited data sources, focusing on events and finance reporting.
- Integration platform with limited automations
- Visitor Counting.

- Data platform ingesting data sources across the organisation with cascaded KPIs surfaced through automated dashboards.
- All core applications integrated

UNDERLYING INFRASTRUCTURE

- Hybrid landscape across TAU and Council
- Supported through a small TAU team

- Standard end user device configuration across all TAU staff and venues.
- Supported by Council ICT

- Extension of capabilities such as customer facing WiFi coverage at the Zoo and Stadiums enabling customer data capture.

Digital Tech Tour



