

# Board Meeting Agenda

8.00 a.m. Wednesday 27 March 2024

Limelight Room, L3 Te Pokapū Aotea Centre, 50 Mayoral Drive, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
<b>CONFIDENTIAL MEETING OPEN</b>					
<b>PROCEDURAL</b>					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	45 mins
2	Confidential Minutes 1 March 2024, and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion and Committee Verbal Updates, Vicki Salmon <ul style="list-style-type: none"> <li>• Risk and Finance Committee, Carol Cheng (13 March 2023)</li> <li>• Capital Projects Committee, Alastair Carruthers, (20 March 2023)</li> </ul>	To Discuss	T & C		
4	Health and Safety Report <sup>1</sup> , Lynn Johnson and Priyanka Victor	To Note	T & C		
<b>CE CONFIDENTIAL UPDATE AND DRAFT STATEMENT OF INTENT</b>					
5	CE Confidential Update <sup>2</sup> , Nick Hill <ol style="list-style-type: none"> <li>1. Stadiums Network Overview</li> <li>2. Presentation to Auckland Council</li> <li>3. Town Hall</li> </ol>	To Discuss	T & C	8.45 a.m.	1 hour 45 mins
6	Three Year Plan Outline <sup>3</sup> , Nick Hill	To Discuss	T & C		
<b>BREAK</b>				<b>10.30 a.m.</b>	<b>30 mins</b>
<b>CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN</b>					
<b>PROCEDURAL</b>					
7	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	11.00 a.m.	5 mins
8	Public Minutes 1 March 2024, Vicki Salmon	To Approve	T & C		

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

<sup>2</sup> S7(2)(c)(i),(f)(i),(g),(h),(i),(j) LGOIMA 1987

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

# Board Meeting Agenda

Item	Subject	Action	Trust/Co.	Start Time	Duration
<b>CE REPORT AND PERFORMANCE REPORTS</b>					
9	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) 3. Capital Projects Report (RC) 4. CRM Board Update (RC)	To Note	T & C	11.05 a.m.	55 mins
<b>PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN</b>					
<b>LUNCH</b>				<b>12.00 p.m.</b>	<b>30 mins</b>
<b>APPROVAL PAPERS</b>					
10	Draft 2024 – 27 Statement of Intent <sup>4</sup> , Nick Hill and Justine White	To Approve	T & C	12.30 p.m.	1 hour 40 mins
11	Statement of Intent 2023 -26 Amendments <sup>4</sup> , Justine White	To Approve	T & C		
12	Capital Programme <sup>5</sup> , Justine White, Paul Tyler, and Monica Lake: 1 Auckland Zoo: a) Auckland Zoo Support Aviary b) Auckland Zoo Swamp Forrest Vestibules 2 Art Gallery Heritage Project Stage 3	To Approve	T & C		
13	GridAKL Manukau <sup>5</sup> , Pam Ford	To Approve	C		
14	Māori Engagement Committee Charter and Chair Nomination <sup>6</sup> , Vicki Salmon	To Approve	T & C		
<b>NOTING PAPERS</b>					
15	Climate Impact Statement Session <sup>7</sup> , Parin Rafiei-Thompson	To Note	T & C	2.10 p.m.	20 mins
	<b>Close of Meeting</b>			<b>2.30 p.m.</b>	

<sup>4</sup> S7(2)(f)(i) LGOIMA 1987

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

<sup>6</sup> S7(2)(f)(i),(i) LGOIMA 1987

<sup>7</sup> S7(2)(f)(i) LGOIMA 1987

# Board Meeting Agenda



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

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

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

## Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> <li>Coopers Creek Vineyard Ltd (Director and Shareholder)</li> <li>Salmon and Partners Ltd (Director and Shareholder)</li> <li>Remuera Golf Club (President)</li> </ul>		<ul style="list-style-type: none"> <li>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.</li> </ul>
Jannah Wootten	Deputy Chair	<ul style="list-style-type: none"> <li>Perpetual Guardian Holdings 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>Television New Zealand Ltd (Chair)</li> <li>NZ Film Commission (Chair)</li> <li>Cornwall Park Trust Board (Trustee)</li> <li>Services Workforce Development Council, Tertiary Education Commission (Council Member)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Tātaki 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>Microgem International Plc (Shareholder)</li> <li>The Asia New Zealand Foundation Te Whītau Tūhono (Trustee)</li> </ul>		<ul style="list-style-type: none"> <li>Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals</li> <li>Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.</li> </ul>

Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> <li>• Matariki Cultural Foundation (Trustee)</li> <li>• Matariki Global Holdings Limited (Director)</li> <li>• Taamaki Records Limited (Director)</li> <li>• Otamatea Pioneer &amp; Kauri Museum Board (Trustee)</li> <li>• Hawaiki TŪ Foundation (Trustee)</li> <li>• TEC Workforce Development Council Services (Director)</li> </ul>	<ul style="list-style-type: none"> <li>• Director Creative Industries/Services Vocational Learning Creative Northland</li> <li>• Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally</li> <li>• Candidate for the National Party for the seat of Tāmaki Makaurau at the October 2023 election</li> </ul>	
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> <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 Tātaki Auckland Unlimited (formerly RFA) 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 Tātaki Auckland Unlimited consultant).</li> </ul>
Graeme Stephens		<ul style="list-style-type: none"> <li>• New Zealand Hotel Holdings (Director)</li> <li>• Kamari Consulting Limited (Director and Shareholder)</li> <li>• SkyCity Entertainment Group (Shareholder)</li> </ul>		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> <li>• New Zealand Māori Tourism Society (Deputy Chair)</li> <li>• Whanau Mārama Parenting Limited (Director)</li> <li>• Korowai Hikuroa Consulting Limited (Director and Shareholder)</li> <li>• Ringa Hora – Workforce Development Council (Director)</li> <li>• Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder)</li> <li>• Ngati Ruanui Tahua Limited (Shareholder)</li> <li>• Ngati Ruanui Fishing Limited (Shareholder)</li> <li>• Te Topuni Ngarahu General Partner Limited (Shareholder)</li> <li>• Māori Creative Foundation (Trustee)</li> <li>• Meremere Marae Charitable Trust (Trustee)</li> <li>• Stanmore Bay Primary School (Chair)</li> <li>• Innovation Programme for Tourism Recovery (Advisory Panel Member)</li> <li>• Massey University Executive Education (Advisory Board Member)</li> <li>• Digital Advisory Board of MIT (Advisory Board Member)</li> <li>• University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)</li> </ul>		

		<ul style="list-style-type: none"><li>• Sarcoma Foundation NZ (Board member)</li><li>• Child Cancer Foundation (Board member)</li><li>• Ronald McDonald House (Board member)</li></ul>		
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# 12-Month Work Programme

March 2024

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jan-24</b>	<ul style="list-style-type: none"> <li>Letter of Expectation</li> <li>Financial reporting for the ½ Year ended 31 December 2023</li> <li>Q2 Risk Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Remuneration Committee – 17 Jan</li> <li>Risk and Finance Committee – 23 Jan (½Y Accounts)</li> <li>Board Meeting – 31 Jan (½Y Acts)</li> </ul>
<b>Feb-24</b>	<ul style="list-style-type: none"> <li>Q2 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>	<ul style="list-style-type: none"> <li>Board Strategy Session – 13 Feb</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 15 Feb</li> <li>Capital Projects Committee – 27 Feb</li> <li>Board Meeting – 1 March</li> </ul>
<b>Mar-24</b>	<ul style="list-style-type: none"> <li>2023 – 26 Statement of Intent Amendments</li> <li>Draft 2024 -2027 Statement of Intent</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 13 March</li> <li>Capital Projects Committee – 20 March</li> <li>Board Meeting – 27 March</li> </ul>
<b>Apr-24</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Board Evaluation (biennial – next due: 2024)</li> </ul>		<ul style="list-style-type: none"> <li>Remuneration Committee – 3 April</li> <li>Capital Projects Committee – 11 April</li> <li>Board Meeting – 24 April</li> </ul>
<b>May-24</b>	<ul style="list-style-type: none"> <li>Q3 Risk Report to Council</li> <li>Q3 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> <li>Annual insurance renewal</li> <li>Auditor engagement and fees FY25-27</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 15 May</li> <li>Māori Engagement Committee – 16 May</li> <li>Board Meeting – 29 May</li> </ul>
<b>Jun-24</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> </ul>	<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>Remuneration Committee – 6 June</li> <li>Capital Projects Committee – 11 June</li> <li>Board Meeting – 26 June (Public Board Meeting)</li> </ul>

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jul-23</b>		<ul style="list-style-type: none"> <li>• CEO Report</li> <li>• H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>• Risk and Finance Committee – 17 July</li> <li>• Board Meeting – 31 July</li> </ul>
<b>Aug-23</b>	<ul style="list-style-type: none"> <li>• Q4 Performance Report</li> <li>• Q4 Risk Report to Council</li> <li>• TAUL and TAUT Annual Report</li> <li>• Financial reporting for the year ended 30 June 2024</li> <li>• Climate Related Disclosures</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Report</li> <li>• H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>• Capital Projects Committee – 14 August</li> <li>• Māori Engagement Committee – 15 August</li> <li>• Risk and Finance Committee – 21 August (FY24 Statements)</li> <li>• Board Meeting – 27 August</li> </ul>
<b>Sep-23</b>		<ul style="list-style-type: none"> <li>• CEO Report</li> <li>• H&amp;S Report</li> </ul>		
<b>Oct-23</b>	<ul style="list-style-type: none"> <li>• Public Board meeting - performance against SOI targets for Year Ended 30 June 2024</li> <li>• Q1 Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Report</li> <li>• H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>• Capital Projects Committee – 15 Oct</li> <li>• Remuneration Committee – 17 Oct</li> <li>• Board Meeting – 30 Oct (Public Board Meeting)</li> </ul>
<b>Nov-23</b>	<ul style="list-style-type: none"> <li>• Q1 Risk Report to Council</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Report</li> <li>• H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>• Risk and Finance Committee – 13 Nov</li> <li>• Māori Engagement Committee – 21 Nov</li> </ul>
<b>Dec-23</b>		<ul style="list-style-type: none"> <li>• CEO Report</li> <li>• H&amp;S Report</li> </ul>		<ul style="list-style-type: none"> <li>• Board Meeting – 3 Dec</li> </ul>



# BOARD MEETING

**HELD ON:** Friday 1 March 2024 at 8.00 a.m.

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

**PRESENT:**

Vicki Salmon	Chair
Jannah Wootten	Deputy Chair
Carol Cheng	
Jen Rolfe	
Dan Walker	
Graeme Stephens	
Alastair Carruthers (Teams)	
Hinurewa te Hau	

**APOLOGIES:**

Desley Simpson	Deputy Mayor and Lead Councillor (Teams)
Sarah Johnstone-Smith	CCO Governance Auckland Council

**ATTENDED:**

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, Annie Dundas, Director Destination, 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
James Robinson	Head of Strategy and Planning
Paul Tyler	General Manager Property
Delwyn Corin	Principal Advisor Te Puna Creative Precinct
Tim Kingsley-Smith	Company Secretary & Legal Counsel

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*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 Chair and Board acknowledged the tragic passing of Fa'anānā Efeso Collins, a strong and tireless advocate for the Pacific community and Tāmaki Makaurau. The Board also acknowledged the recent passing of Selwyn Muru who created the Waharoa at the entrance of Aotea Square.

The Chair noted that there were no apologies.

## 2. CONFIDENTIAL 31 JANUARY 2024 MINUTES AND ACTION TRACKER

The Board **approved** the 31 January 2024 confidential minutes as an accurate record of the meeting and **noted** the Action Tracker.

## 3. BOARD AGENDA DISCUSSION AND COMMITTEE VERBAL UPDATES

The Board discussed the agenda for the meeting.

- Jannah Wootten updated the Board on the recent Destination Partnership Programme Advisory Group meeting. The group received an impressive presentation on the construction of the New Zealand International Conference Centre (**NZICC**). The NZICC will be a significant asset for Auckland and will provide new opportunities for events and conferences. Tātaki Auckland

Unlimited (**TAU**) has an important role to play to ensure that the ICC is utilised and leveraged to its potential to provide the best results for the region.

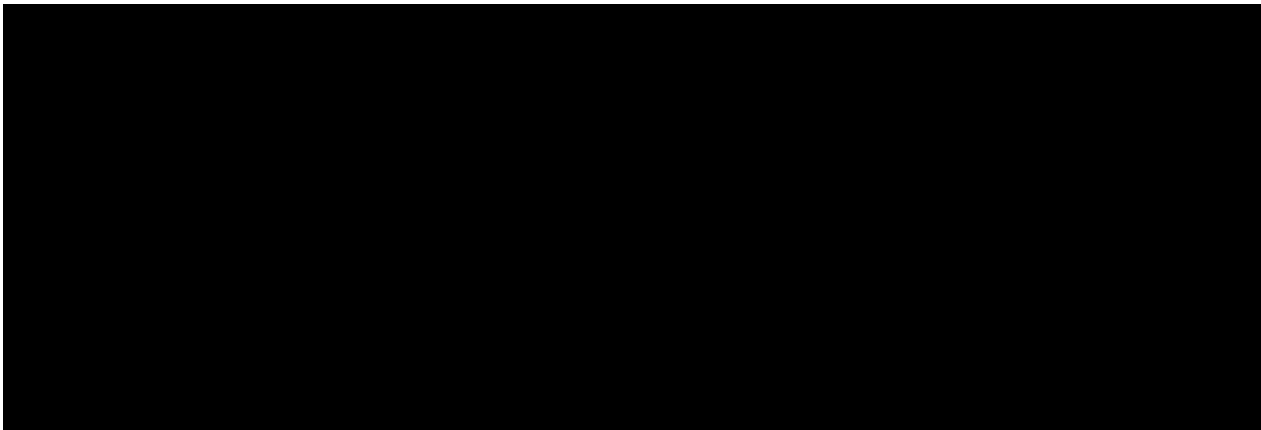
- The Board noted that the upcoming World Choir Games in early to mid-July this year is an exciting event for Tāmaki Makaurau and should be promoted at every opportunity. The quality of Auckland's performance venues is a key reason the event is coming to New Zealand.
- Hinurewa te Hau updated the Board on the recent Māori Engagement Committee meeting. The committee considered the committee charter and made some recommended changes to the Board for approval (to be considered at the next Board meeting). The committee is working with Management to get a deeper understanding of the Māori groups in Tāmaki Makaurau and the ways to enhance relationships, particularly at the governance level.
- Alastair Carruthers updated the Board on the recent Capital Projects Committee meeting. The committee considered and then endorsed the two capital projects before the Board for approval later in the meeting (item 10).

The Board **noted** the updates.

#### 4. CE CONFIDENTIAL UPDATE

Nick Hill provided a confidential update.

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



- The Board requested that Management prepare a presentation on Auckland's stadium network that sets out the options and dependencies for each stadium as well as TAU's role in the process. (**ACTION POINT**)
- The Board and Management discussed North Harbour Stadium (**NHS**). The Board noted that Council is currently consulting on NHS as part of the Long Term Plan process. Applying an objective lens to the three options being consulted on, it is clear that Option 2 - the option to redevelop the precinct to provide better facilities and recreation services for the local community and the greater Auckland region - will provide the best outcomes. Option 2 will allow NHS to be developed so that it better fits the requirements of the local community as well as providing a unique offering in the region to better attract rights holders and event promoters. For these reasons, the Board supports Option 2.

The Board **noted** the update.

*James Robinson joined the meeting.*

#### 5. STRATEGY SESSION FOLLOW-UP

Nick Hill spoke to the paper.

- Management noted that work on TAU's strategic plan and supporting documentation is continuing and will be discussed again at the next Board meeting. The plan will inform TAU's

Statement of Intent and will form the basis of TAU's presentation to the CCO Monitoring and Oversight Committee on 9 April. The Board provided feedback to Management.

- Management agreed to bring back the previous work on Tāmaki Makaurau's place brand work to the Board. (**ACTION POINT**)

The Board **noted** the strategy session follow-up.

*The Chair closed the confidential meeting and opened the public meeting. James Robinson left the meeting and the ELT joined the meeting.*

## 6. REGISTER OF DIRECTORS' INTERESTS & ROLLING 12-MONTH BOARD WORK PROGRAMME

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

## 7. PUBLIC MINUTES 31 JANUARY 2024

The Board **approved** the 31 January 2024 open minutes as an accurate record of the meeting.

## 8. CE REPORT

Nick Hill spoke to the paper.

### *General*

- Management noted that TAU has made a great start to the year with good weather translating to strong patronage for TAU's events and venues. The Lantern Festival, the Moana Auckland festival, the ASB Classic tennis, exhibitions at the Gallery, record visitation at Auckland Zoo, and the upcoming Pasifika Festival have all contributed to a busy schedule.
- Management noted that the organisation is supporting the Mayor's work on developing a 'city-deal' proposal for Auckland to the Government. TAU has been working with the Mayor's office, industry leaders and stakeholders and there is a strong belief that the time is right to reset the relationship between Tāmaki Makaurau and the Government in several areas.
- The Board noted that it is proud of all the hard work that TAU has been doing and acknowledged that recent restructure has added to the challenges in parts of the business. The city has come alive with all the TAU-supported programming and events.
- The Board noted that the continued unreliability of Wynyard Crossing bridge, which has reached the end of intended life, is starting to have a significant negative impact on businesses in the area. It has become a key connection and needs to be addressed for the good of the city.

### *Lantern Festival*

- The Board noted that the feedback from the Chinese community regarding the recent Lantern Festival was positive.
- Management noted that an estimated 67k people visited Lantern Festival on the opening night and well over 100k visited over both event days. There were some 'teething issues' with the new venue, but Auckland Transport was responsive and improvements to parking and traffic flow were made during the event. Overall, the team was happy with the layout of the event and can see several opportunities to make improvements.

### *Economic Development*

- The Board requested that Management provide a paper on the strategic areas of focus of TAU's economic development work. (**ACTION POINT**)

#### *The Cloud*

- Management updated the Board on The Cloud. TAU is working with its partners on options for the operation of the venue over the next two years.

#### *Moana Pasifika*

- Management noted that the upcoming Moana Pasifika rugby match scheduled for North Harbour Stadium has had to be moved to a new venue due to Auckland's recent dry weather impacting grass growth after a full relaying of the playing surface turf. Auckland Stadiums deemed the surface would not be of a safe standard for professional rugby and worked with the franchise on alternative venues. The franchise chose to move the match to FMG Stadium in Hamilton. It is disappointing that the scheduled works were not successful in the time frame they were intended to work within. The Chief Executive has requested a report from the management team to ensure that the key learnings are identified and similar risks to future events are mitigated.

The Board **noted** the CE Report.

*The Chair closed the public meeting and opened the confidential meeting. The ELT left the meeting and James Robinson joined the meeting.*

## 9. Q2 PERFORMANCE REPORT

Nick Hill and Justine White spoke to the paper.

- The Board and Management discussed the Q2 Performance Report. The Board provided feedback and requested some minor amendments.
- The Board noted that council's shared services programme should be mentioned in the report given its importance to TAU and TAU's reliance on the success of the programme. Management agreed to add a summary of the changes and improvements of the programme so far and to emphasise the continuing importance of the remainder of the programme.
- The Board asked Management to provide more detail on TAU's "programmes contributing to the visibility of Māori". (**ACTION POINT**)

Subject to the minor changes discussed, the Board:

1. **Approved** the Q2 Performance Report for the period ending 31 December 2023 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive Officer to make minor changes prior to submission as required.

*James Robinson left the meeting. Paul Tyler and Kirsten Lacy joined the meeting.*

## 10. CAPITAL PROGRAMME

Justine White and Paul Tyler spoke to the paper.

#### *Western Springs Stadium (WSS) Remediation Update*

- Management updated the Board on the WSS Remediation Project. WSS has recently successfully hosted the Laneways Festival, a Post Malone music concert and speedway events. All events have had to provide their own power via generators and part of the main stadium remains a restricted area due to land instability issues. However, the carpark has been repaired, the rugby clubrooms are in the final fit-out stages, the design of the new switchboard is complete, and good progress is being made on the land instability issues.

### *TAU Solar Programme*

- Management noted that the paper seeks the Board's endorsement of TAU's solar programme, but each venue business case within the programme will return to the Board once scoped and tested. The proposal is to buy simple solar power infrastructure and to prioritise those business cases that will immediately provide the most benefits.
- The Board noted that each business case will need to make sense as a cost-saving project given the majority of New Zealand's grid electricity is derived from renewable sources and forecast to improve, so the gains of installing solar power infrastructure from renewable energy perspective will be minimal.

### *Art Gallery Administration Office Refurbishment*

- Management noted that the Auckland Art Gallery Toi o Tāmaki refurbishment project was started a long time ago and has been postponed several times. The current administration office setup is dated, inefficient and counterproductive, and the lighting and air conditioning (the biggest cost component of the project) is sub-standard. The lack of meeting spaces is difficult to manage while some individual offices are rarely used.
- The Director of the Gallery confirmed that senior staff are supportive of the project and excited by the proposed improvements. Transiting to a more modern co-operative office space is expected to benefit staff culture and make the space more efficient as well as making the space a more enjoyable place to work.

The Board:

1. **Approved** the "TAU Venue Wide Solar Programme" Business Case and **noted** that the financial approvals for each specific project in the programme will be granted in accordance with the TAU Delegated Financial Authority Policy; and
2. **Approved** the "Auckland Art Gallery – Administration Office Refurbishment" Business Case  
[REDACTED] S7(2)(f)(ii),(h),(i) LGOIMA 1987

*Paul Tyler left the meeting.*

## 11. AUCKLAND ART GALLERY TOI O TĀMAKI

Kirsten Lacy spoke to the papers.

### *Three Year Strategy*

- Management presented the Gallery's three-year strategy. The Board thanked Management for the presentation and provided feedback.
- The Board commended the work on audience segmentation within the strategy and suggested that the strategy would benefit from more emphasis on understanding the audience, as well as setting goals and reflecting on audience satisfaction. The Gallery has an important role to play regarding kaupapa Māori and should also refer to its role in relation to Te Tiriti.

### *Art Gallery Advisory Committee*

- The Board noted that Hon. Kit Toogood recently retired from his role as the inaugural chair of the Art Gallery Advisory Committee (**Committee**) and thanked him for his leadership and strong support of the Gallery. Chris Swasbrook is nominated to take over the role of committee chair and is keen to take on the role.
- The Board noted that the retirement dates of the committee members have now been staggered to ensure continuity. The Gallery Director noted that the committee has been an asset for the Gallery and continues to provide valuable guidance and advice.

The Board:

1. **Approved** the reappointment of the Art Gallery Advisory Committee (**Committee**) members; Dame Jenny Gibbs, Christopher Swasbrook, Andrew Grant and Hon. Helen Clark for a second term.
2. **Noted** the retirement of Hon. Kit Toogood as chair of the Committee and **approved** the appointment of Christopher Swasbrook as chair of the Committee.

*Kirsten Lacy left the meeting. Pam Ford and Delwyn Corin joined the meeting.*

## 12. TE PUNA CREATIVE PRECINCT

Pam Ford and Delwyn Corin presented to the Board.

- Management noted that a key part of TAU's economic development role is to future-proof quality jobs for Aucklanders. Supporting innovation hubs and creative precincts is a practical way for TAU to help achieve this. The Te Puna Creative Precinct will attract investment and economic activity and provide pathways into the technology sector for the youth of west Auckland.
- The Board noted that focussing the Te Puna strategy more broadly on technology, screen, gaming, and the creation of quality jobs will help to broaden understanding and the appeal of the precinct. There is a potentially large 'upside' for TAU investing in the precinct and the risk is relatively low when investing in land that tends to hold its value.
- The Board noted it would be good to include one or two Directors on the steering group to ensure the TAU Board is close to the process. The successful completion of the sale of Auckland Film Studios will be the catalyst for the creation of the precinct.

The Board **noted** the update.

*Pam Ford and Delwyn Corin left the meeting. Annie Dundas joined the meeting.*

## 13. MAJOR EVENTS INVESTMENT FRAMEWORK

Annie Dundas presented to the Board:

- The Board and Management discussed how the GDP impact figures for major events are derived and validated. Management noted that GDP impact figures are rigorously tested and evaluated and agreed to review ways to emphasise reputational impact and international 'cut-through' within the framework.
- The Board recommended that the major events team engage TAU's marketing and communications team early on when developing business cases. Including more detailed information on 'estimated impact' versus 'actual impact' of similar major events in the recent past within business cases would also be useful.

*Annie Dundas left the meeting.*

## 14. HEALTH AND SAFETY REPORT

The Board **noted** the Health and Safety Report.

The meeting ended at 3.32 p.m. The next Board meeting is scheduled for 27 March 2024.

Confirmed as a true and correct record of the meeting of 1 March 2024:

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

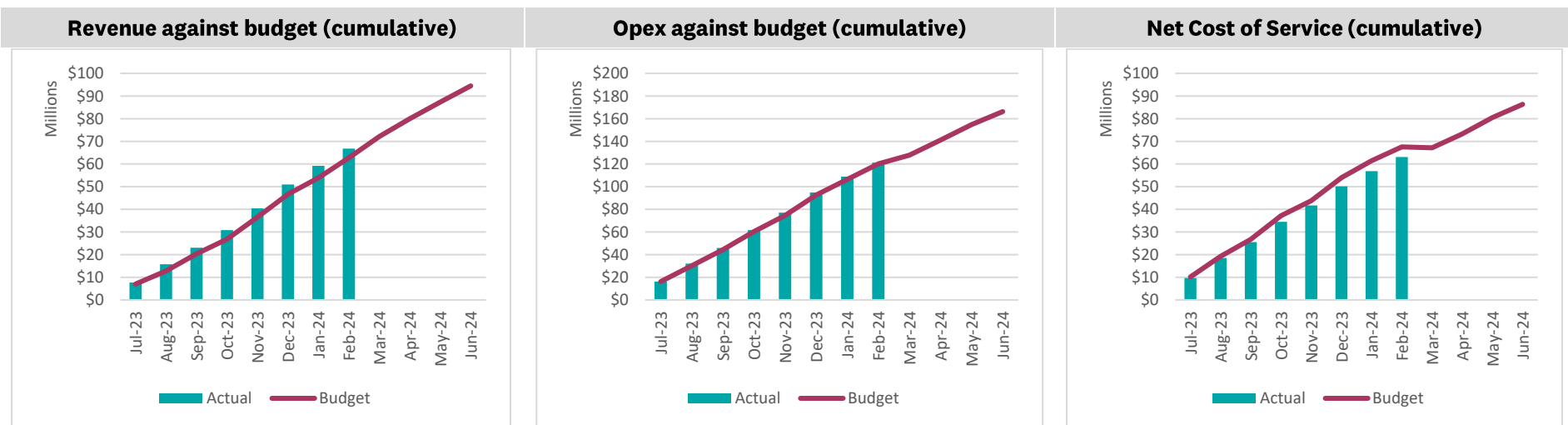
# Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 27 March 2024

## 1. Introduction

- It's been another busy month with successful major events Pasifika Festival, the inaugural Moana Auckland Festival, Auckland Arts Festival and P!NK at Eden Park, and high visitation to TAU venues and exhibitions.
- Auckland Council is consulting on a change proposal for their tier 2 and 3 leadership. It affects directors, some managers and some supporting roles. Part of the proposal is change to the Group Shared Services model, proposed to report to the Chief Executives across council whanau. Tātaki is already a high user of shared services and we are committed to working collaboratively with the group to identify any areas that could be delivered more effectively through shared services or where there is an opportunity to leverage council group's size and scale.
- TAU's Director Destination headed to Australia as part of our destination roadshow showcasing Auckland. We hosted a media event with both business events and tourism operators where we showed our latest hype reel. The event was very successful, with 27 media present and nearly 20 representatives from Auckland tourism operators.
- Earlier this month it was announced that Auckland's new A Leagues football club will be called Auckland FC and play in a blue and black home kit out of Go Media Mt Smart Stadium.
- Over the last few weeks, TAU has taken a public position, through the LTP consultation process, on a preference to redevelop the NHS precinct with a boutique stadium. The Board's right to take a position through LTP consultation has been supported by the Council's governance and legal advisers.

## 2. Finance update



Revenue was **favourable** by 7% at the end of February

Opex was slightly **above budget** (1%) at the end of February

Net cost of service was **favourable** by 7% at the end of February

### 3. Strategic Plan implementation

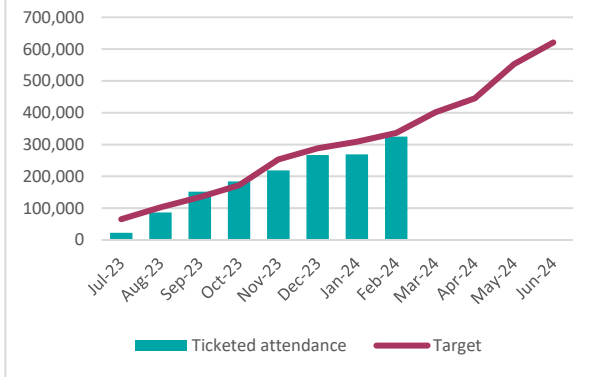
#### Experiences and Events

Performing Arts	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> <li>• <b>Comedy is selling very well</b> with key comedy acts during Feb three shows for Theo Von in the Civic Theatre, two shows of Russell Howard in the Kiri Te Kanawa and one show of Nurse Blake in the Bruce Mason Theatre (total of 11,400 tickets sold)</li> <li>• <b>Auckland Philharmonia 2024 session</b> kicked off with their first 3 concerts, titled <i>Passion &amp; Mystery</i>, <i>Beethoven 7</i> and <i>In the Italian Style</i> of 24 concert series in the Auckland Town Hall.</li> <li>• The 2024 <b>Auckland Live Summer in the Square</b> was funded by the City Centre Targeted Rate which was enabled by a partnership with DPO at Auckland Council. Across four weekends in Feb, Aotea Square was activated with a range of free events - movies, dance, performances and other activities. Total attendance across the four weekends was approximately 30,600.</li> <li>• <b>Te Ahurei Toi o Tāmaki Auckland Arts Festival</b> started on 7 March with the opening free night concert in Aotea Square and the world premiere of Auckland Live commissioned work <i>The Valentina</i></li> <li>• <b>Pride March</b> in previous years, the Pride March started at Albert Park and finished at Aotea Square for a large scale Pride Party. This year, due to accessibility challenges, the Pride March gathered and started at Aotea Square, before Rainbow Youth led the march down Queen Street to Takutai Square.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ASB Classic</b> preliminary report shows attendance was 92,300 with 85% of sessions sold out.</li> <li>• Communications will go out to stakeholders by 16 Mar stating <b>Elemental AKL</b> will be paused for 2024 while the major events team complete an extensive review</li> <li>• <b>World Choir Games</b> progressing well with 12,000 singers registered to attend in July</li> <li>• <b>BNZ Auckland Lantern Festival</b> held for the first time at Manukau Sports Bowl from 22-25 Feb.</li> <li>• <b>Pasifika Festival</b> held on 9-10 Mar, with positive anecdotal feedback received. Approx. attendees (gross) over the weekend including global singing superstar P!NK, who attended in a private capacity.</li> </ul> <p><b>Moana Auckland</b> <span style="float: right;">S7(2)(f),(i) LGOIMA 1987</span></p> <ul style="list-style-type: none"> <li>• The festival began on 24 Mar with the <b>Millennium Cup</b> superyacht regatta, featuring six superyachts</li> <li>• The <b>Auckland Wooden Boat Festival</b> (1-3 March) had 160 boats displayed and approx. 7,000 attendees across the weekend. Anecdotally, participants from the Millennium Cup extended their stays in the region to attend the display. Conversations are taking place with the Australian Wooden Boat Festival, which attract 80,000 attendees, to co-promote the event.</li> <li>• The <b>World Manu Championships</b> had an estimated 10,000 spectators in Karanga Plaza on 9 Mar</li> <li>• Final weekend of Moana Auckland on 16-17 Mar, with the <b>Auckland Boat Show</b> was expected to generate \$4.1m in GDP for the region.</li> <li>• The full programme has been well attended, including the <b>RUNA Project Harbour Crossing Harbour Classic</b></li> </ul>	<p><b>Auckland Conventions Venues and Events (ACVE)</b></p> <ul style="list-style-type: none"> <li>• February <b>delivered 26 events</b> across 30 event days 9,025 attendees, ACVE secured Cultural organisations attracted and of monthly revenue.</li> <li>• <b>Key events</b> included Suzuki Regional Conference, Tupu Toa Leadership Wananga and Trade Me conference.</li> <li>• The team <b>contracted future events</b> with a value of (venue hire value). Key events include International Society of Behavioural Nutrition and events at Viaduct Events Centre with a</li> <li>• ACVE secured 95 new leads/opportunities with a net revenue value of</li> </ul> <p><b>Auckland Convention Bureau (ACB)</b></p> <p>Notable bids submitted:</p> <p>Notable business events secured: ANZ Mushroom Growers Conference, AMWAY Philippines</p> <p>There are 79 future business events confirmed for Auckland (to 2028) as a result of ACB's support with an <b>estimated future economic value of \$72.6m</b></p> <p><small>* EBITDA/Net Cost of Service/Net Contribution</small></p> <p style="text-align: right;">S7(2)(f),(i), (h) LGOIMA 1987</p>
<p><b>City Wide Events Calendar timelines</b></p>		
<ul style="list-style-type: none"> <li>• Final development and fixes underway for the City Wide Events Calendar. Next steps are to share with TAU teams and with Auckland Council teams, then more broadly.</li> </ul>		



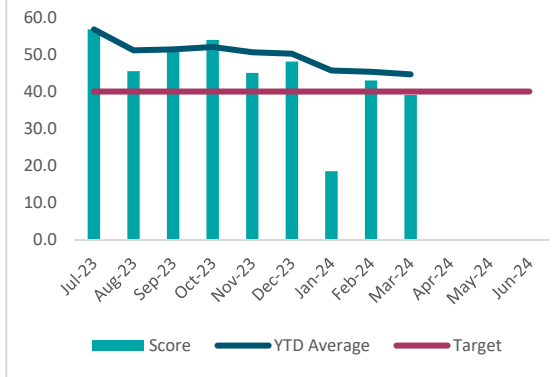
## KPI RESULTS

### Ticketed attendance Performing Arts (cumulative)



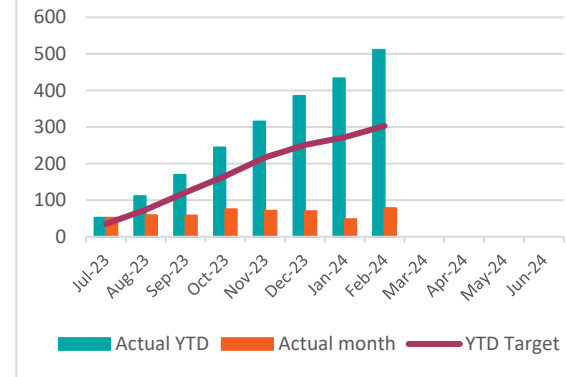
Ticketed attendance was **below target** at the end of February, at 325k

### NPS for TAU audiences and participants Performing Arts



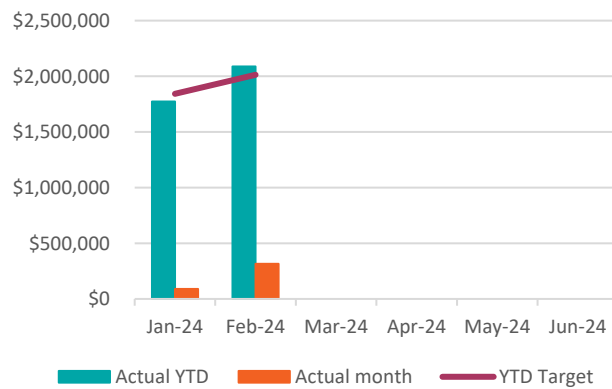
Performing Arts' NPS score year to date is tracking **above target**. January's score was the lowest FY24 result so far however, it should be noted that only two events were eligible for surveying and given that, there will be some statistical variation in NPS results.

### Number of Performing Arts events



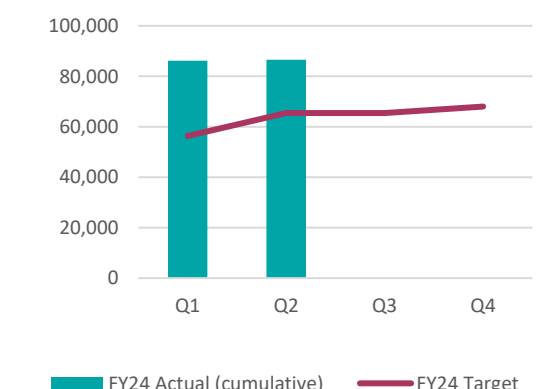
The number of Performing Arts events (511) was **above target** of 303 at the end of February

### Performing Arts Financial YTD EBITDA



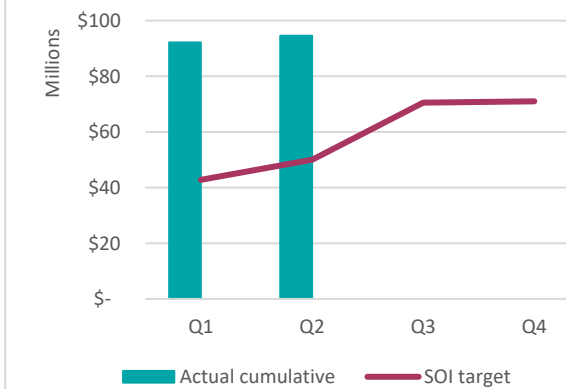
Performing Arts YTD financial EBITDA was **on target** - \$2.08m at the end of February, against a target of \$2.01m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

### No. of children participating in educational experiences at Performing Arts (cumulative)



Performing Arts has already **reached the year-end SOI target**. This was mostly due to a larger than anticipated number of children participating at the FIFA Fan Festival.

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

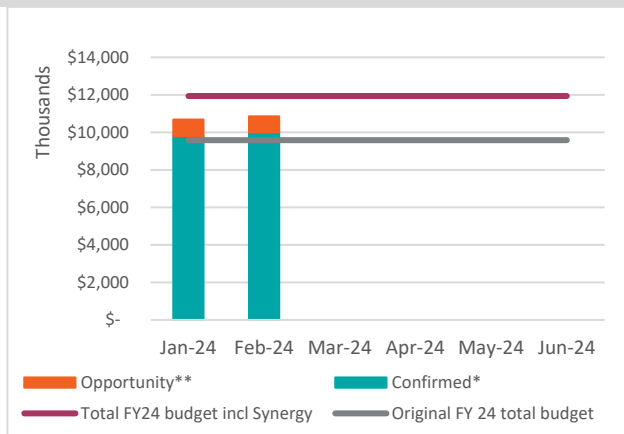


YTD SOI **target has already been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed more than \$87m to regional GDP.



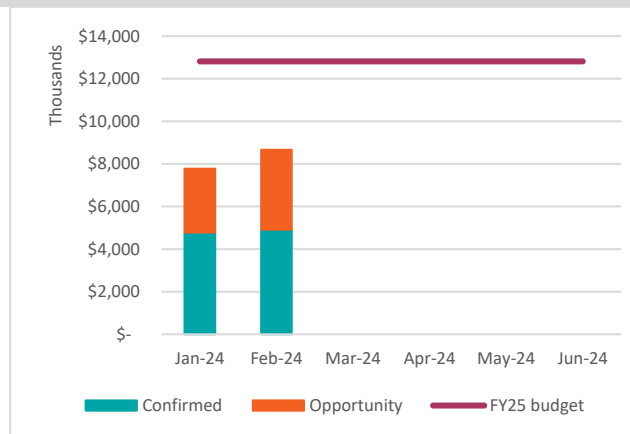
SOI measure or component of SOI measure

### ACVE FY 2024 Forecast YE Revenue vs Budget



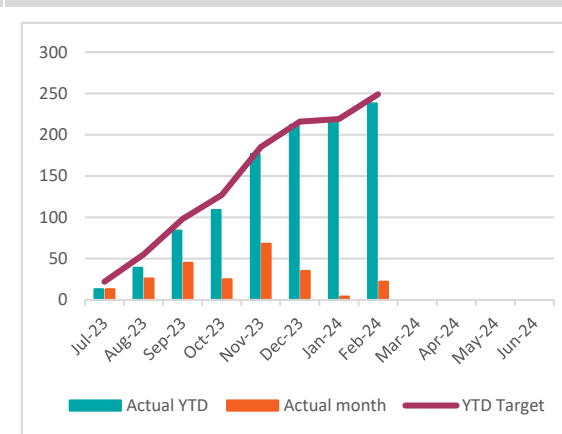
At \$10m, confirmed events are tracking **-16% on the FY24 budget**, Viaduct Events Centre comprises 45% of revenues. \*Confirmed category includes confirmed events and T<sup>h</sup> Pencil events - 1st in line and may proceed to contract if desired \*Opportunity status is a sales enquiry or a lead (no booking space is held)

### ACVE FY 2025 Forecast YE Revenue vs Budget



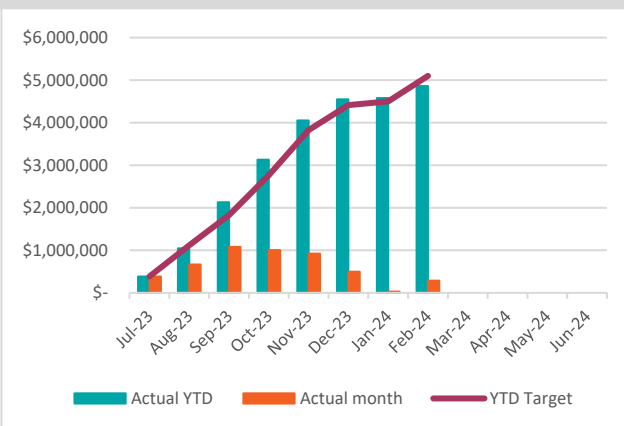
ACVE FY25 budgeted venue revenue is \$12.8m. Based on current bookings, \$4.9m towards this revenue target is confirmed with a further \$3.7m of opportunities in the pipeline, which is **33% below target**.

### Number of ACVE events (cumulative)



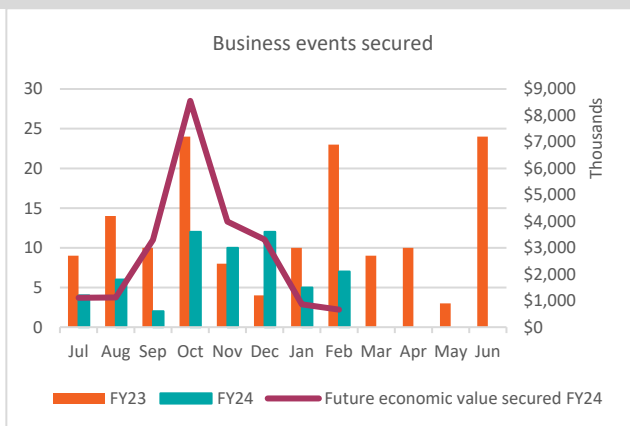
The number of ACVE events was **on track** at the end of February at 238 events

### ACVE Financial YTD EBITDA



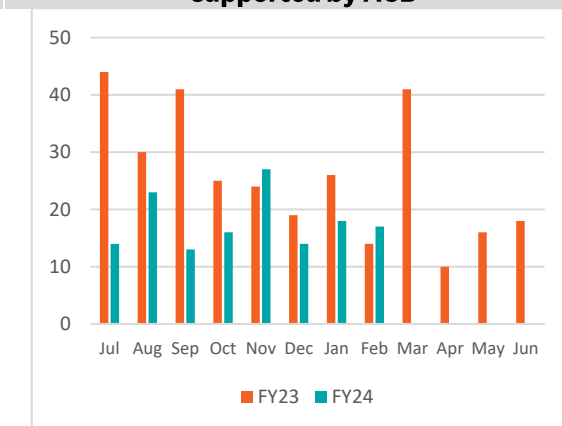
ACVE's YTD financial EBITDA was **on track** at the end February at \$4.9m

### Business events secured by ACB



ACB helped to secure **7 new business events** for Auckland in February, with an estimated \$663K of future economic benefit to the region. The events are due to be held in 2024.

### Business events - new opportunities supported by ACB



In February, ACB generated or assisted with **17 new business events opportunities** for Auckland with dates through to 2026 and an estimated economic value of \$14.5m if all were to be secured

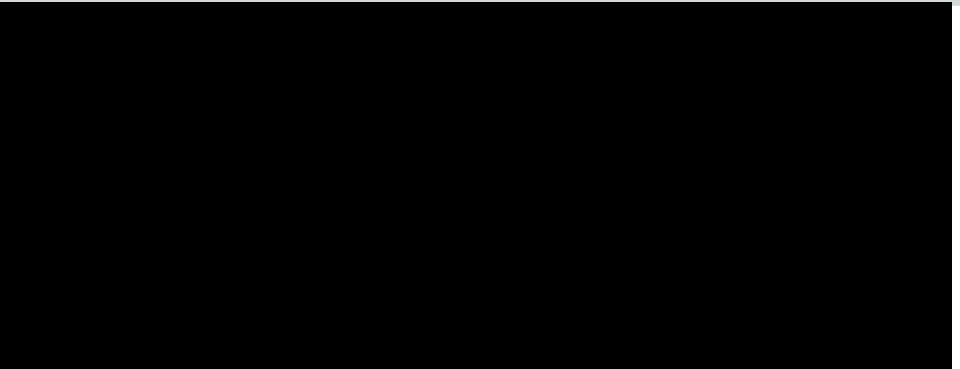

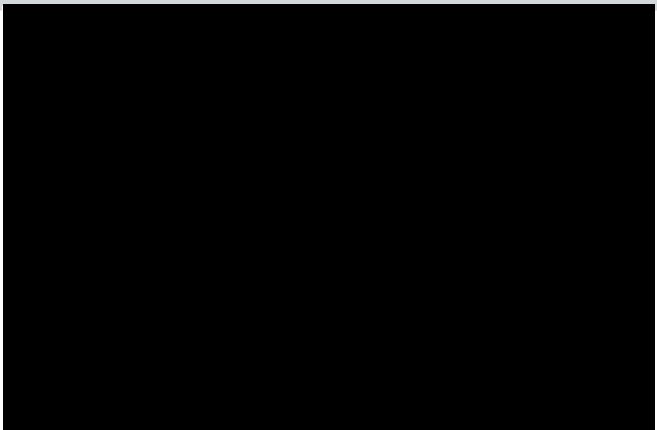
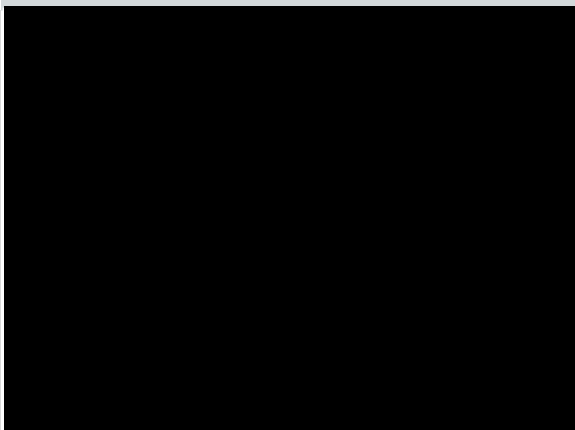
# Facilities

NZ Maritime Museum
<ul style="list-style-type: none"> <li>There were 16,293 visitors to the galleries, shop, event spaces and cafes in with excellent results being driven by <b>solid local visitation and high cruise ship and tourism numbers</b> This was against target of 10,250 (set low due to uncertainty of strength of tourism return)</li> <li>Three full day workshops, facilitated by Workshop E, were held with museum staff to scope, time and discuss key themes of the museum’s upcoming <b>programme of multi-year gallery renewal</b>. This discussion was held within the context of the museum’s draft masterplan A report to the museum will be delivered allowing us to make key decision about the way forward.</li> <li><b>Always Song in the Water - Art Inspired by Moana Oceania</b> entered its final month, with an extended run into the Moana Auckland timeframe.</li> <li>The museum’s <b>digitalisation project</b> has begun its next phase, focussed on staff assisting smaller institutions with establishing their digitisation programmes. This project is funded by Lotteries. The digital team began its first tranche of external work, based at Warkworth Museum for 12 weeks.</li> <li>Work continues on the <b>collection storage move</b>, with full design for the new space completed and lodged for consent. Preparations for the move at the current Avondale site are nearing completion with all vessels and large objects crated for move a major milestone.</li> </ul>

Auckland Zoo
<ul style="list-style-type: none"> <li>YTD visitation was 576,731, 6.4% ahead of target. <b>Feb visitation was the highest on record</b> – just over 66k visitors, 3.2% ahead of target. <b>Revenue from all sources</b> in Feb was \$1.27m, with YTD revenue 10.7% above budget.</li> <li>The zoo welcomed <b>6,257 visitors to Zoo Lates</b> in February and the introduction of a special adult only event was very well received.</li> <li>At two months old, the <b>tiger cub</b> has been named Cahya (pronounced Cha – hi ya) which means ‘light in the darkness’. As Cahya is getting older and becoming more interactive and playful, she is a delight to watch. Mum and daughter are increasingly spending time out in their habitat.</li> <li>The <b>tara iti breeding programme</b> is over for the Zoo team this season. The last hand reared chick sighting at Te Arai was on the 17 Feb, and since then the Zoo has had reports of three of the chicks making it to the tara iti winter grounds at Kaipara Harbour. That’s a fantastic result.</li> <li>The first two episodes of <b>Wild Heroes</b> aired on TV3 in Feb with a <b>combined audience of 457,893</b> viewers, excluding streaming figures from the ThreeNow platform (which will be collated later in the year).</li> <li>A programme of work began in Feb to fully review and update the <b>Zoo’s waste management programme</b> to ensure it continues to operate as environmentally sustainably as possible.</li> </ul>

Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> <li><b>Visitation came in at a strong +43%</b> variance against monthly target with 57,657 visitors in Feb. The opening of the <i>Robertson Gift</i> (opened from 9 Feb) has contributed to uplift in visitation. Feb was the most highly attended month of FY24 YTD, surpassing Jan by +15%.</li> <li>The inaugural <b>Lunar New Year Festival</b> brought 6,402 people through the doors the <b>Gallery’s highest single-day visitation number since 2015</b> Many Chinese families chose to celebrate Lunar at the Gallery and used the Mandarin flyers to get around.</li> <li><b>Guo Pei: Fashion, Art, Fantasy</b> 郭培：时装之幻梦 has attracted 41,729 exhibition visitors up to 10 Mar, with total visitation likely to reach more than 67,000 a little below the target of 70,000, and total exhibition revenue forecast to be below the target by 3.53% Guo Pei <b>retail sales</b> were 33.3% of total sales. Members have turned out strongly to Guo Pei, with spend by members 10% of sales (\$20,196.14)</li> <li>Gallery has commenced a <b>new partnership with the University of Auckland</b> delivering an honours year degree in its writing and curatorship.</li> <li>Gallery is processing <b>194 artwork loans</b>, including three complete exhibitions in celebration of the <b>Chartwell Trusts 50<sup>th</sup> anniversary</b> to City Gallery Wellington, Te Uru Gallery Titirangi, and the Suter Art Gallery, Nelson, in addition to a number of international loans of New Zealand and international collection artworks.</li> </ul>

Auckland Stadiums
<ul style="list-style-type: none"> <li>Overall Feb was a <b>quieter than budgeted month</b> with 85 events days attracting a total of 59,823 people.</li> <li>Arena 2 at Mt Smart was busy with the <b>athletics season in full swing</b> hosting a total of 21 events days with 13,505 athletes participating. This included 7,580 school students participating in school athletics days.</li> <li>Feb saw the <b>return of speedway to Western Springs</b> for the first time since the Jan 2023 floods. With the venue still under repair, the three events operated with a reduced capacity of 5,600 people.</li> </ul> <div style="background-color: black; width: 100%; height: 100px; margin-top: 10px;"></div>


<p><b>Film Studios</b></p> 	<p><b>Western Springs Precinct</b></p>  <p>S7(2)(f),(i),(h), LGOIMA 1987</p>	
<p><b>Aotea Arts Quarter</b></p> 	<p><b>Integrating Auckland’s cultural institutions</b></p> <ul style="list-style-type: none"> <li>• Council is leading work to consider potential <b>changes to the legislation</b> for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board.</li> <li>• A <b>political working group (PWG)</b> led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM.</li> <li>• The <b>scheduled meeting</b> on 22 Feb to include MOTAT, AWMM and Stardome as well as TAU, was cancelled due to the passing of Efeso Collins, and a new date will be scheduled in due course</li> </ul>	<p><b>Single Operator Stadiums Auckland (SOSA)</b></p> 

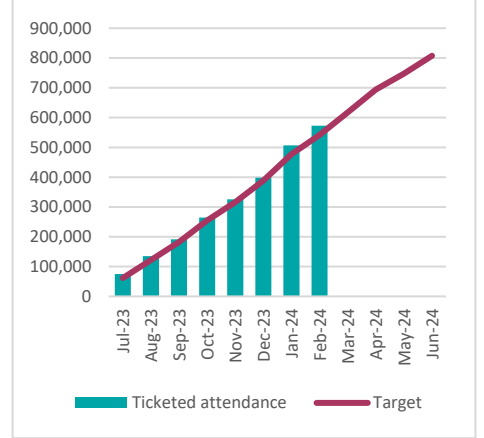
S7(2)(f),(i),(h), LGOIMA 1987

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

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

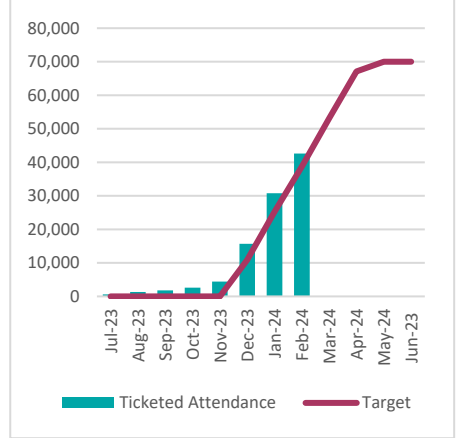
**KPI RESULTS**

**Auckland Zoo ticketed attendance (cumulative)** 




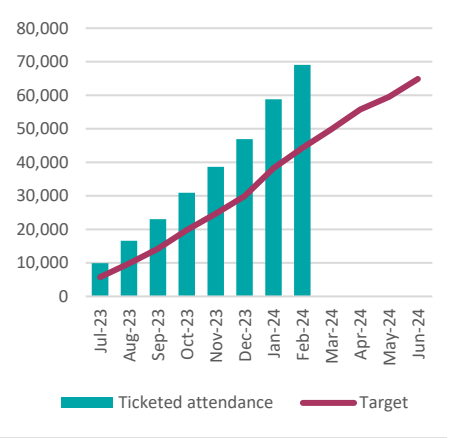
The Zoo's ticketed attendance is **on target** at 572.8k YTD

**Auckland Art Gallery ticketed attendance (cumulative)** 




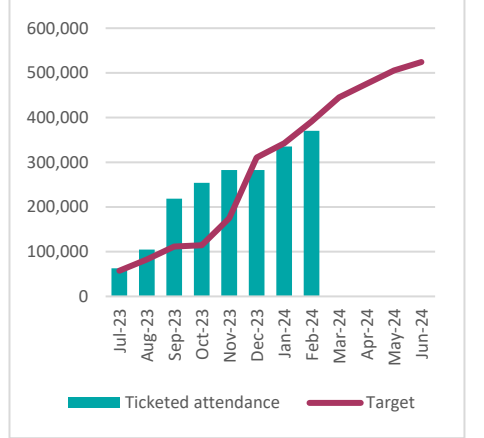
The Gallery's ticketed attendance was 42.6k at the end of February, which is **above target**

**NZ Maritime Museum ticketed attendance (cumulative)** 



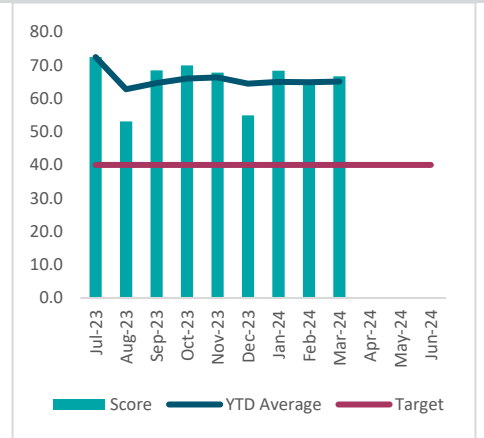
The Museum's ticketed attendance is **above target** at 69.1k YTD

**Auckland Stadiums ticketed attendance (cumulative)** 



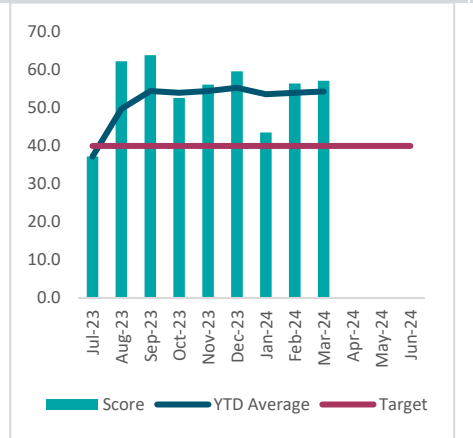
Auckland Stadiums' ticketed attendance is **below target** at 370.1k YTD

**Auckland Zoo NPS** 



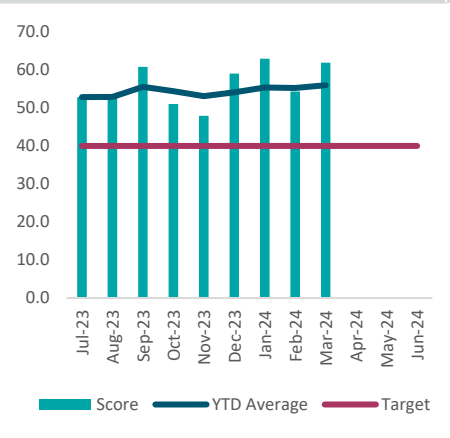
The Zoo's YTD NPS is tracking **ahead of target** at 65.1

**Auckland Art Gallery NPS** 



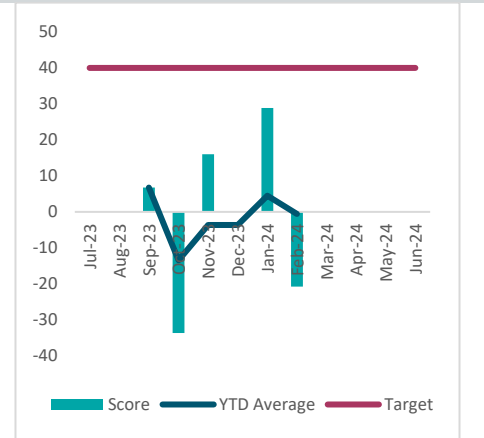
The Gallery's YTD NPS is tracking **above target** at 54.3

**NZ Maritime Museum NPS** 




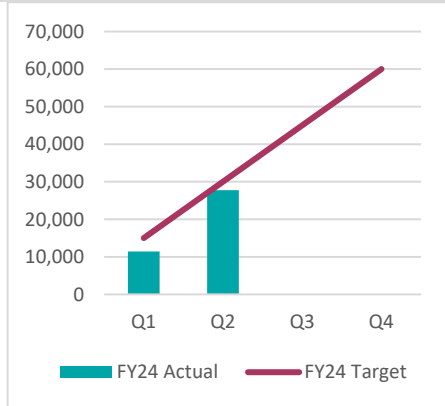
The Museum's YTD NPS is tracking **above target** at 56

**Auckland Stadiums NPS** 




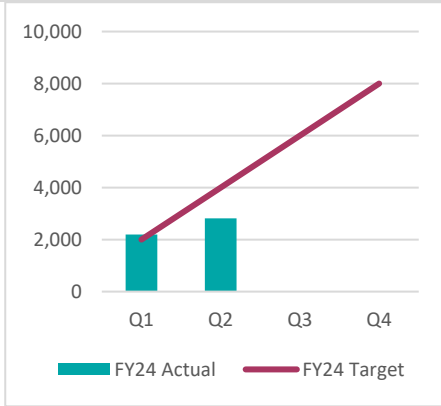
Auckland Stadiums' YTD NPS score is tracking **below target** at -0.5. An NPS of -20.8 in February

**No. of children participating in educational experiences at Auckland Zoo (cumulative)** 




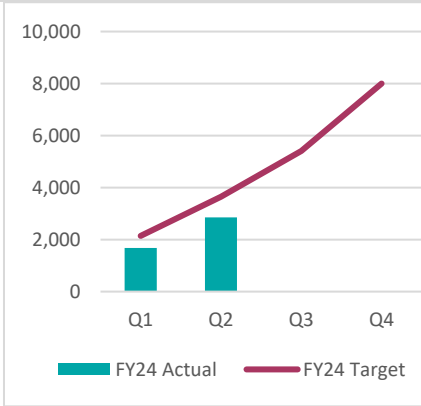
YTD Q2 results for the Zoo were **slightly below target**

**No. of children participating in educational experiences at Auckland Art Gallery (cumulative)** 




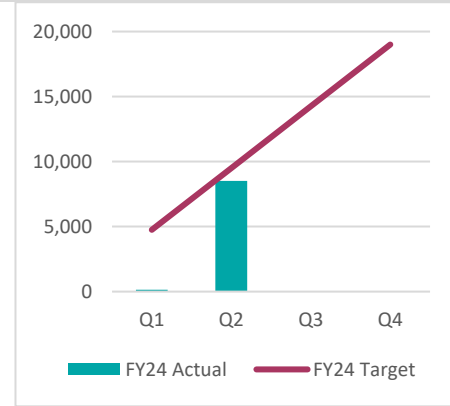
YTD Q2 results for the Gallery were **below target**

**No. of children participating in educational experiences at NZ Maritime Museum (cumulative)** 



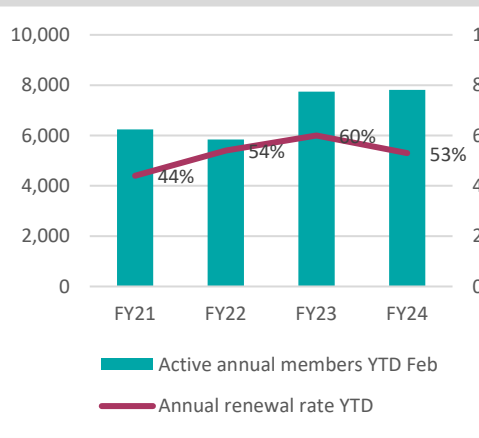
YTD Q2 results for the Museum were **below target**

**No. of children participating in educational experiences at Auckland Stadiums (cumulative)** 



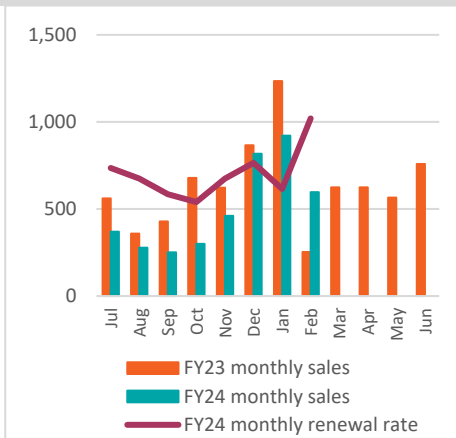
YTD Q2 results for Auckland Stadiums were **below target**

**NEW: Annual Auckland Art Gallery membership**



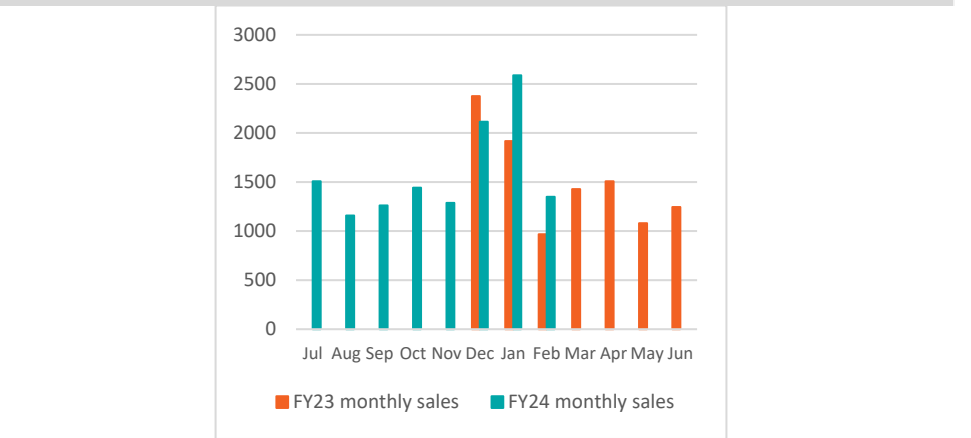
The gallery's YTD **renewal rate is 53%** and there are **7.8k active members**, which is **on track** against the target of 7.9k. FY24 YTD renewal rate is lower than last FY. This may be due to the gallery hosting only 1 ticketed exhibition this FY, as opposed to four in FY23.

**NEW: Monthly Auckland Art Gallery membership**



**Monthly renewal rate was 68%** in February and **957 memberships** were sold. There's a positive correlation between membership sales/renewal rate and ticketed exhibitions, because members get free entry, which was the case for *Guo Pei*.

**NEW: Monthly Auckland Zoo membership**



Almost **1,350 memberships** were sold in February, 39% more than in February last year.

## Economic Development

Visitor Economy	Economic Transformation activity
<ul style="list-style-type: none"> <li>• <b>The Destination Auckland Partnership Programme (DPP)</b> changes for FY25 have been communicated to industry. A basic CPI increase across categories has been proposed, additional categories added, and refinements made to benefits offered. <b>The DPP Roadshow to Australia</b> saw 15 DPP partners representing 25 companies visit Sydney and Melbourne. Three events held 390 appointments with 26 Australian partners and 25 media engaged at a media event in Sydney. Industry presentation was held on 13 Mar.</li> <li>• <b>Destination AKL 2025</b> – Positioning statement completed; key focus areas refined. Next steps include TAU workshop, then an industry reference group establishment. <b>DMP Workshops</b> were held on <b>Aotea Great Barrier Island</b> and <b>Matakana Coast</b> – approx. 70 locals attended at each of the events.</li> <li>• Positive engagement with <b>NZ Māori Tourism</b> on a series of projects (Nga Taonga o Tāmaki and sustainability workshops for Māori tourism businesses)</li> <li>• <b>Nighttime Economy</b> – Qualitative presentation received, on track for full presentation mid-April.</li> <li>• <b>Cruise</b> – two further cultural activations delivered to passengers this season.</li> <li>• <b>Iconic Auckland Eats</b> – Significant media coverage of the new list both in New Zealand and Australia.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>City Deal</b> – Wrap up post industry leaders’ event with playback document circulated to all attendees including TAU CE and Board members who attended. Continuing to await direction from council on next steps on broader approach to City Deal.</li> <li>• <b>City Centre Action Plan</b> – Investment Proposition and Nighttime economy actions well in progress. In the stakeholder engagement stage of the Investment Proposition development, with meetings with DPO, Plans and Place, Eke Panuku and within TAU.</li> <li>• <b>Economic Places</b> – profiles now live on <a href="#">TAU website</a>. Series of presentations planned in coming months to socialise headline findings.</li> <li>• <b>Economic Intelligence</b> – Commissioned PWC to update the <a href="#">Auckland Growth Monitor</a>. Ongoing support across the Economic Development rōpu and wider business including research relating to the Tech Story, Te Puna, Waiheke Destination Management plan, Pacific Work Programme, GridAKL Economic Impact and supporting with KPI tracking and measurement.</li> </ul>
Screen & Creative	Tech & Innovation
<ul style="list-style-type: none"> <li>• <b>Unitary Plan Sites &amp; Places of Significance to Mana Whenua, and filming:</b> Refer to Māori Outcomes update.</li> <li>• <b>Screen Auckland fee review</b> open for public consultation as part of LTP.</li> <li>• <b>International pipeline</b> is busy, with bookings for all major Auckland studios.</li> <li>• <b>Domestic screen industry in turmoil</b> in light of proposed closure of Newshub and staff cuts to TVNZ programming, in addition to NZFC cuts. It’s unclear if the Government will respond</li> <li>• <b>Screen taskforce</b> moving ahead on film friendliness goal (refreshed Auckland Film Protocol scoping underway) and planned LA delegation for Auckland post-production, VFX businesses in Aug.</li> <li>• <b>Te Puna Creative Quarter, Henderson</b> - Presented to TAU board. LTP Māori Outcomes bid [redacted] ed to business case [redacted] [redacted] Second Establishment Group sprint focused on anchor tenants, held at Corban Church.</li> </ul> <p>S7(2)(f),(i),(h), LGOIMA 1987</p>	<ul style="list-style-type: none"> <li>• <b>Tech Industry Group session</b> (22 Feb) with Auckland firms – Xero, Fisher &amp; Paykel Healthcare, Datacom, Clearhead, Dotterel Technologies, Microsoft, Totally Different, Pasifika in IT. Discussion about how TAU can improve visibility of Auckland as a global tech hub.</li> <li>• [redacted] S7(2)(f),(i),(h), LGOIMA 1987</li> <li>• Hosted 1x <b>international delegation</b> – Vocus graduates (Australia). Tour of Wynyard Quarter Innovation Precinct including GridAKL, Holmes Group, Datacom and Microsoft.</li> <li>• <b>Events delivered</b> to build tech and innovation ecosystem: <b>Entrepreneur enablers</b> (13 Feb) with discussion on role of investors and investment x 110 participants <b>Migrants in Tech</b> (28 Feb) x 100 participants <b>Startup Aotearoa launch</b> (7 Mar) x 100 participants, <b>Women in Tech</b> (8 Mar) x 120 participants.</li> <li>• supported <b>Bridgewest Ventures Impactful Innovation summit</b> in Auckland (29 Feb - 1 Mar) x 150 participants, and <b>the Angel Association investment summit</b> (14/15 Feb) in Auckland x 160 participants.</li> <li>• The GridAKL Innovation Network continues to grow with <b>123 companies/908 individuals at GridAKL, 19 companies/53 individuals at Click Studios, 7 companies/11 individuals at GridMKNK.</b></li> </ul>

Investment and International	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> <li>• Pipeline client Aventura which plans to build a large <b>man-made surf park in Dairy Flat</b>, has reported that they are expecting resource consent to be granted  <div style="background-color: black; width: 300px; height: 40px; margin: 5px 0;"></div> </li> <li>• Hosted officials from <b>Fukuoka City</b> (sister city). Their visit coincided with the launch of Moana Auckland, a great opportunity to showcase the region's vibrancy.</li> </ul> <p style="text-align: right;">S7(2)(f),(i),(h), LGOIMA 1987</p>	<p>Update every two months update from last month:</p> <p><b>Action E2: Climate Connect Aotearoa (CCA)</b></p> <ul style="list-style-type: none"> <li>• <b>Two new roles appointed</b> and onboarded: Climate Innovation Advisor – Māori, and a Climate Innovation Project Lead – Energy.</li> <li>• Project planning underway for <b>energy sharing challenge</b> in Pukekohe stakeholder engagement also underway along with project team development.</li> <li>• <b>SME adaptation platform</b> now has a preferred supplier identified with a kick off meeting end of February</li> <li>• Additional video interviews developed and published on <b>He Kete Mātauranga</b> and planning underway for an innovation hui in May/June.</li> <li>• Investigating the potential of <b>NZ Food Waste Champions 12.3</b> for a secondary market project to act as pre-requisite work to support the ecosystem in the food waste/upcycled food areas.</li> <li>• Working with GridAKL on a potential <b>'Climate Hack'</b> to focus on Wynyard Quarter with the aim to develop solutions and new business ideas.</li> <li>• Preparations continue for the <b>SME event on decarbonising process heat</b></li> </ul> <p><b>Actions E1 &amp; E4: Sector vulnerability and just transition</b></p> <ul style="list-style-type: none"> <li>• The green jobs pilot is progressing, with ongoing engagement to gauge interest and a closed Request for Tender out to the market for a delivery partner.</li> </ul>



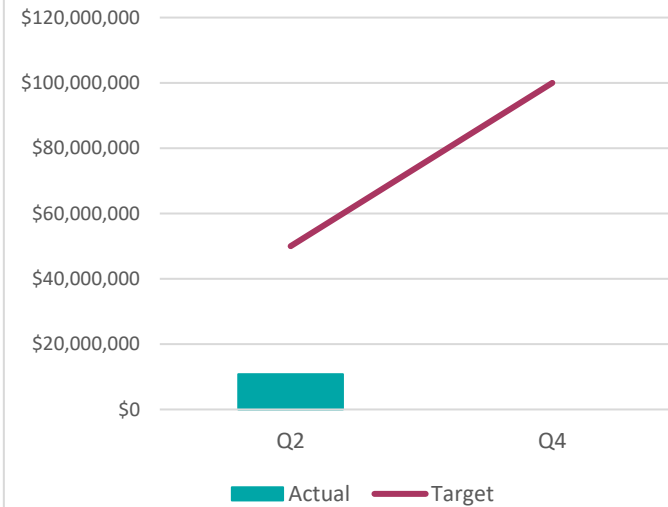
## KPI RESULTS

### Screen permits processed



Impact from the US writers' and actors' strike was clear in the decrease in permits year on year in the first months of FY24, but now that the strike has ended, the numbers of permits processed returned to similar monthly levels, year on year

### Attributable value of private sector investment secured during the year



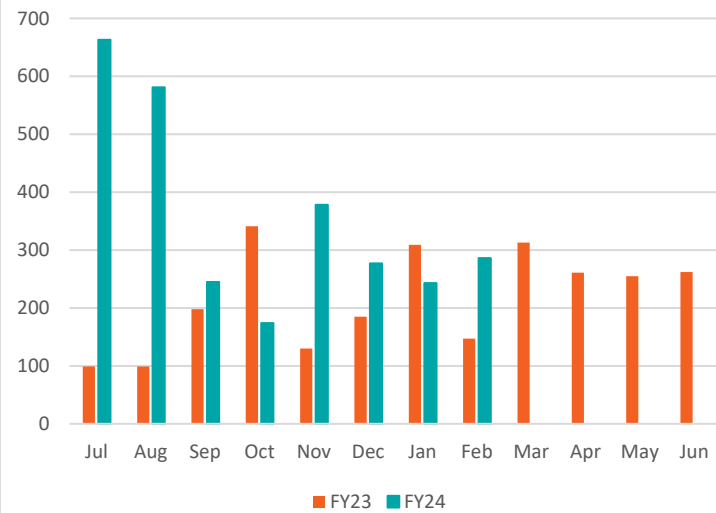
The KPI is **on track** – there's an excess of \$100m of screen deals in the pipeline that we expect will be confirmed before year-end.

# Brand and Reputation

Visitor	Events	Cultural Organisations
<p><b>Media famils</b></p> <ul style="list-style-type: none"> <li>Hosted 3x media famils with <b>Australian Financial Review</b> (2x stories on AAG Robertson Gift) and broader Auckland art offering; <b>Harpers Bazaar</b> (2x stories AAG Guo Pei) and ‘luxury girls’ weekend’; and <b>The Georgia Straight</b> (Vancouver arts publication) in Feb. <b>Collective</b> monthly impressions/readership is more than 6 million.</li> </ul> <p><b>Visitor economy</b></p> <ul style="list-style-type: none"> <li>The <b>Qantas Travel Insider competition</b> went live in Australia until 17 Mar supported by articles and social posts across high traffic Qantas channels.</li> <li><b>Iconic Auckland Eats campaign</b> including media release reaching more than 1 million and EAV of 832,973</li> </ul> <p><b>Auckland Live</b></p> <ul style="list-style-type: none"> <li><b>Summer in the Square campaign</b> received excellent media coverage, including two live to air morning spots. The marketing approach connected strongly with diverse communities, including African, Latin American, and Asian audiences and encouraged sign up to the database and social media channels</li> </ul>	<p><b>Major events</b></p> <ul style="list-style-type: none"> <li>The <b>Moana Auckland</b> edition of <i>Woman</i> magazine appeared on newsstands this month with the festival programme inserted into copies across Auckland Marketing amplification was directed towards promotion of the festival Hub, while a paid promotion via Stuff highlighted festival events.</li> <li>TVNZ Breakfast’s live broadcast from the <b>Moana Auckland</b> festival hub included six live and dedicated segments with an estimated EAV of \$99k.</li> </ul> <p><b>BNZ Auckland Lantern Festival</b></p> <ul style="list-style-type: none"> <li><b>47 media pieces</b> including two live crosses with the AM Show from the festival site and a further live cross on 23 Feb as part of the Moana Auckland takeover on Breakfast TV. Both, Newshub Late and 1News, were on site at launch. Overall, the coverage had a cumulative audience reach of 3,160,053, and EAV of 882,799</li> </ul> <p><b>Business events / ACB</b></p> <ul style="list-style-type: none"> <li>The <b>MICE incentives guide</b> with bespoke offers was delivered for the Auckland Airport/China Southern partnership and sales trip to China.</li> </ul>	<p><b>Auckland Art Gallery</b></p> <ul style="list-style-type: none"> <li><b>The Robertson Gift marcoms campaign</b> kicked off mid-Mar with a focus on driving visitation across Easter and April school holiday . Earned media coverage saw 20 unique pieces. Highlights include 3News, 1News, NBR, Sydney Morning Herald and Radio NZ. EAV of over \$348K.</li> </ul> <p><b>Auckland Zoo</b></p> <ul style="list-style-type: none"> <li>Media saw a total of <b>51 Zoo-related stories/mentions</b> reaching a cumulative audience of 2,536,935 and EAV of NZD \$714,518 (up on 37 stories in Feb 2023)</li> <li>Achieved <b>1.6 million impressions across social channels</b>. Top post on Facebook (by reach) was the Sumatran tiger cub news update. It reached 50,746 accounts with 2,387 reactions, 1,236 clicks, 164 comments and 69 shares.</li> </ul> <p><b>Auckland Stadiums</b></p> <ul style="list-style-type: none"> <li>Contributed to <b>announcement of Pearl Jam</b> at Go Media Stadium in Nov, including second show due to high demand. [REDACTED]</li> </ul> <p>[REDACTED] S7(2)(f),(i),(h), LGOIMA 1987</p>
<p><b>Auckland brand and reputation</b></p>	<p><b>Economic development</b></p>	<p><b>Discover Auckland platform</b></p>
<p><b>‘Activate Auckland’ campaign</b></p> <ul style="list-style-type: none"> <li>A <b>new campaign</b> to improve perceptions of Auckland re engage Aucklanders and those in fly/drive markets briefed to agencies for launch from Apr onwards.</li> </ul> <p><b>Internal agency highlights</b></p> <ul style="list-style-type: none"> <li><b>Lantern Festival new logo</b> and identity design, brand guidelines, advertising campaign, and event signage and collateral.</li> <li><b>Moana Auckland vignettes</b> featuring Hemi Kelly</li> </ul> <p>[REDACTED]</p>	<p><b>Climate Connect Aotearoa</b></p> <ul style="list-style-type: none"> <li>CCA, alongside EECA and DETA Consulting, is hosting the <b>‘Decarbonising SME Operations’ event</b> on 13 Mar; marketing targeted 50 businesses and surpassed our goal with 60 registrations across various industries</li> </ul> <p><b>Screen Auckland</b></p> <ul style="list-style-type: none"> <li>Launching the <b>new online platform</b> <a href="http://screenauckland.com">screenauckland.com</a> focused on curated content to engage target audiences that showcase Auckland’s 1.6 billion dollar industry.</li> <li><b>Synposium</b> was an Auckland success with marcomms supporting ticket sales promotion and conference organiser featured on TVNZ Breakfast, RNZ and multiple media outlets with EAV of \$41,177</li> </ul>	<ul style="list-style-type: none"> <li><b>Articles live on platform</b> to enhance the customer journey dream stage of visiting Auckland and improve organic search engine optimisation.</li> <li>Signed a statement of work with AKQA for enhancing the <b>user experience for collections</b> following usability research. It seeks to streamline the onboarding experience and to improve ease of use.</li> <li>Requested a design and technical implementation to increase the number of <b>visitors opting in</b> to receive TAU’s electronic direct mail (eDMs).</li> <li>Discover Auckland <b>Google Analytics 4 (GA4) dashboard report</b> completed to gain actionable insights and measure the performance platform.</li> <li><b>Key Platform Metrics</b> (since launch): 937k total users, 2m page views, 50% engagement rate, 2.06mins average sessions duration, 63k referrals</li> </ul>

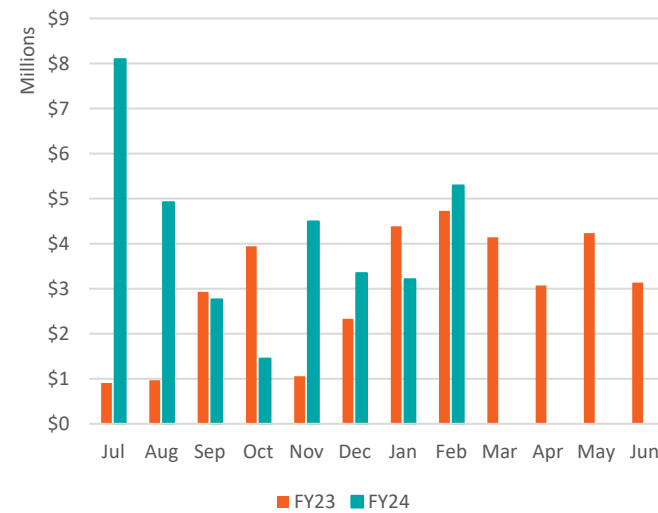
## KPI RESULTS

### Media coverage mentioning TAU



An **18% increase** in coverage is due to a high number of major events, openings and activities over the month. Primary drivers included the BNZ Auckland Lantern Festival, Moana Auckland, the Robertson Gift exhibition, continued discussion of FIFA WWC '23 impact report and Auckland Zoo's show *Wild Heroes* on TV3.

### Equivalent Advertising Value (EAV) of TAU media coverage



The notably higher **65% increase** in EAV is due to high value online coverage earned across the organisation, Auckland Zoo's *Wild Heroes*, and a significant number of live television broadcasts for both Moana Auckland and Lantern Festival. TVNZ *Breakfast*'s live broadcast from Moana Auckland (with 6 dedicated segments) alone had an EAV of \$99k.

## Organisation and Social Enterprise

### Group Shared Services Implementation

- The current consultation process for Auckland Council includes provision for a Group Shared services function under a revised operating model, which may, if adopted, impact on the interface between TAU and the Shared Services provision.

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

### Commercial Revenue & Partnership Strategy

- **Sponsorship:** Working on venue naming opportunities
- **Grant funding:** Working with Auckland Live, Auckland Zoo and Climate and Sustainability on funding opportunities. 14x Grants submitted. 10 successful to date, \$197k.

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

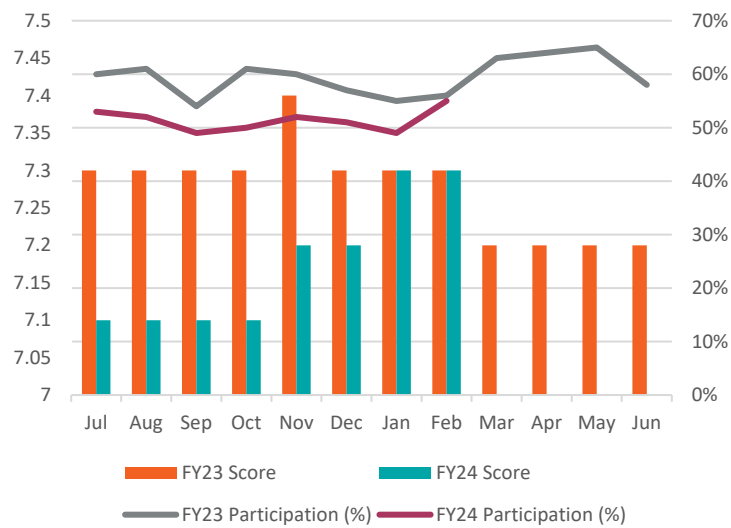
### ICT Enhancement

- Significant technical improvements have been made to the processing and display of event data in the **Data and Integration platforms**, City Wide calendar and Discover web site.
- TAU has been affected by **2 critical Microsoft issues**, the first a lack of capacity at the South Australian Data Centre, and the second the application of a patch which corrupted web site code.
- This month, the **CRM project** will deliver for the Zoo the ability to purchase bulk memberships and the automated upsell of membership for customers who purchase a General Admission ticket
- Refer to the CE sub reports in Resource Centre for the **Customer Strategy / CRM / eDM benefits dashboard**.

S6(c),S7(2)(f)  
(i),(h)  
LGOIMA 1987

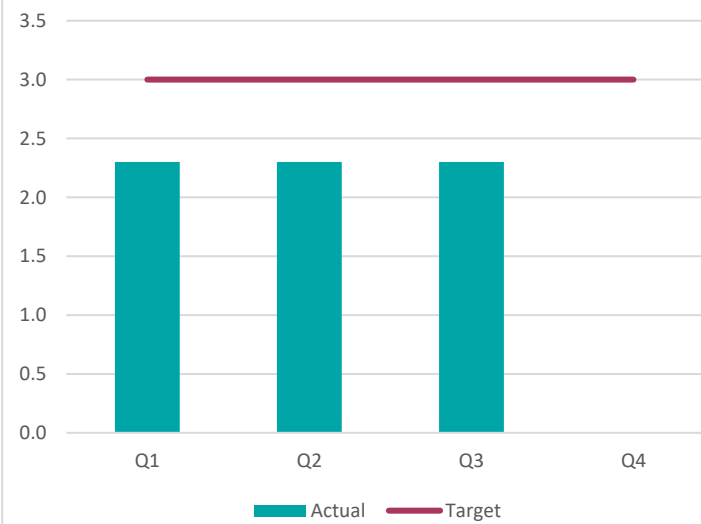
## KPI RESULTS

### OfficeVibe engagement score and participation



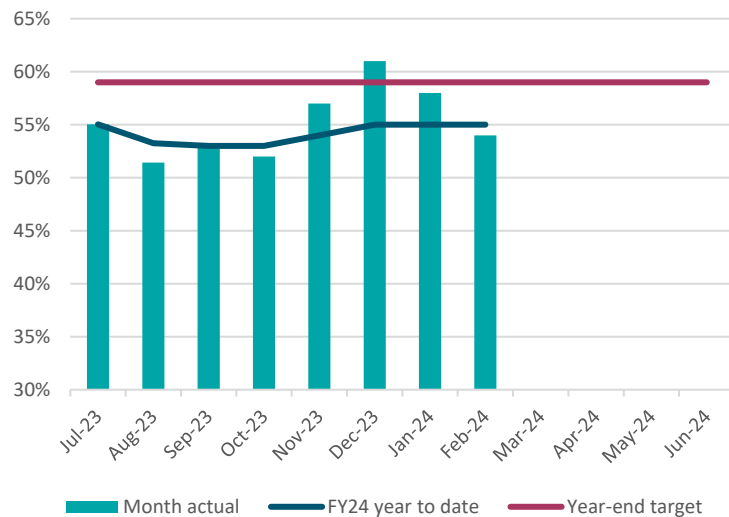
Participation **increased** in February to 55%, the score remained the same at 7.3, which is the best score since the beginning of the FY

### Cybersecurity posture



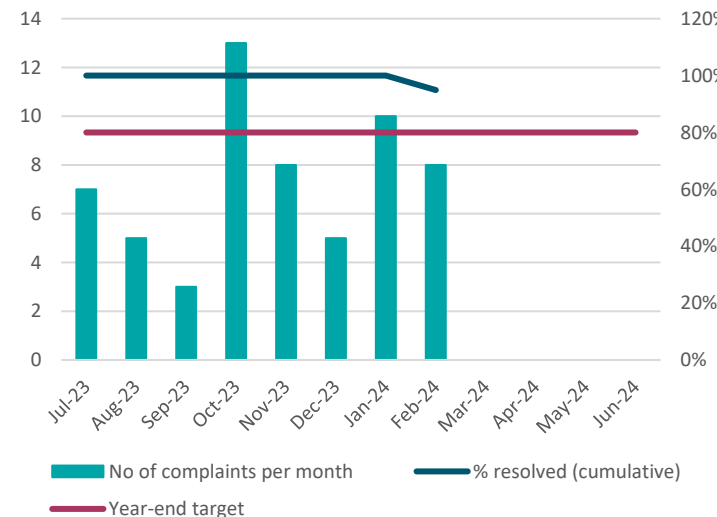
No cyber security breaches

### % expenses through non-rates revenue



Year to date percentage of expenses funded through non-rates revenue was **below target** at the end of February

### % of customer complaints resolved within 10 working days

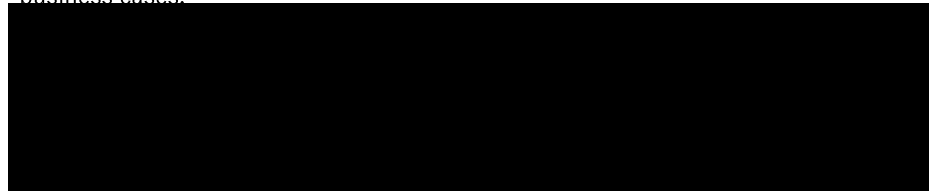


% of complaints resolved within 10 working days is **on target** (95% complaints resolved)

## Māori Outcomes

### Kia ora te Umanga | Māori Business, Tourism and Employment

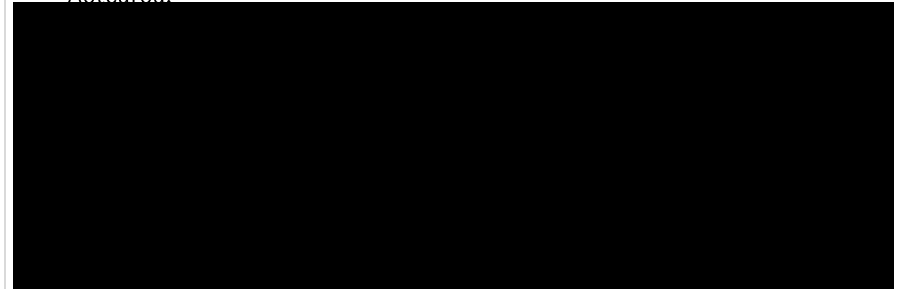
- **Sites and Places of Significance to Mana Whenua:** An online hui with the working group was held on 22 Feb. Seven mana whenua reps attended and three film industry reps, as well as an observer from the New Zealand Film Commission. The working group reached agreement in principle that wider consultation and engagement with iwi for the proposed plan change for filming on SPSMW can proceed. A comms and engagement plan is being developed for this.
- **TAU Māori Outcomes Fund LTP bids** for FY25 27: Work is underway to draft three business cases:



- Business cases will be submitted to Ngā Mātārae Council's Māori Outcomes department and facilitator of the LTP Māori Outcomes Fund, by 29 Mar.

### Kia ora te Ahurea | Māori Identity and Culture

- **M9 March 2024, The Civic:** M9 is a Ted talk type event produced by Janda and Ria Hall, featuring 9 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 in one of TAU's venues. The sold out event on 8 Mar saw kaikōrero speak to why Te Tiriti o Waitangi is fundamental to our constitutional arrangements in Aotearoa.



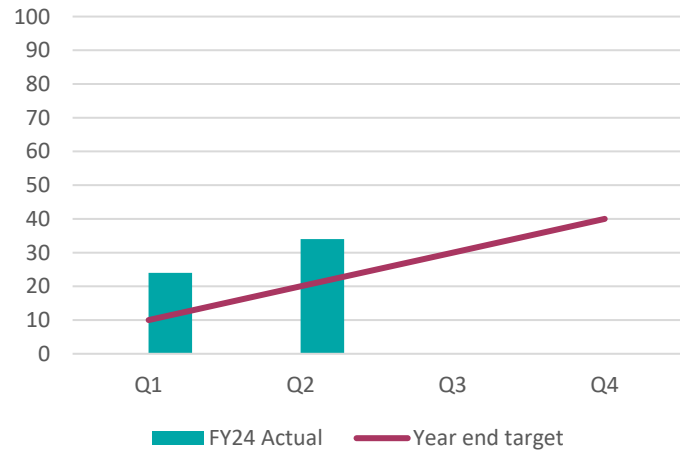
### Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

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

- **He Waka Kōtuia - Treaty Audit 2024:** The fifth audit since the amalgamation of Auckland Council, the He Waka Kōtuia Treaty Audit 2024 will examine Council whānau responsiveness to five key themes: Rangatiratanga (enhance leadership and participation); Whanaungatanga (Council group effectiveness in achieving Māori Outcomes plans); Manaakitanga (application of tikanga Māori, and the Principles of Te Tiriti ensuring greater outcomes for iwi, mātāwaka and whānau); Kaitiakitanga (how well the Council group works alongside Māori to ensure stewardship over Taonga is protected); and Wairuatanga (supporting iwi and mātāwaka to maintain a spiritual connection to their unique support systems, including marae). The audit process will run from 1 Mar to 31 Jun 2024, and will conclude at the Joint Governing Body and Houkura Independent Māori Statutory Board.
- **Māori Engagement Framework:** A project is underway to design and implement a Māori Engagement Framework for TAU. The framework will enable TAU to deliver its mahi in line with Te Tiriti principles, statutory obligations to engage with mana whenua and mātāwaka, and with kaimahi Māori; requirements under the Accountability Policy and Statement of Expectations; Te Mahere Aronga. The focus is on equipping kaimahi with a framework and tools that give them the confidence to engage with Māori to ensure positive Māori outcomes are delivered and risks managed appropriately. The framework will also guide TAU's priorities for building the dedicated TAU Māori Outcomes learning ecosystem. The Implementation stage is scheduled to start in May 2024.
- **Houkura Independent Māori Statutory Board:** TAU attended the dawn ceremony for the launch of the rebranded Houkura - Independent Māori Statutory Board, formerly the Independent Māori Statutory Board. Houkura valued the visible presence of TAU Board members and executive members as an endorsement of the change and value of the relationship between the two entities.

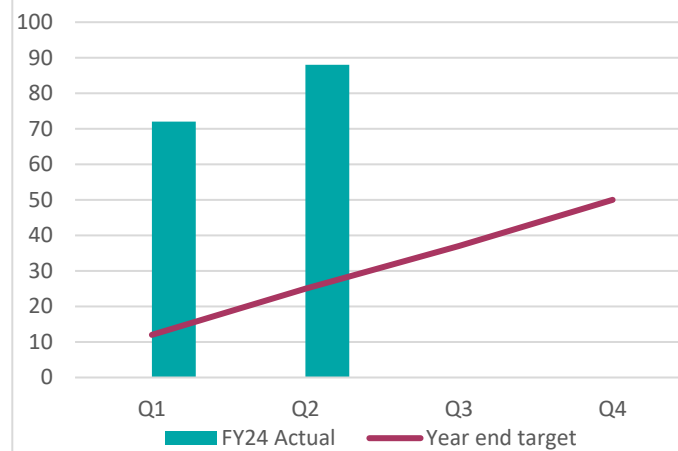
**KPI RESULTS**

**Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau** 



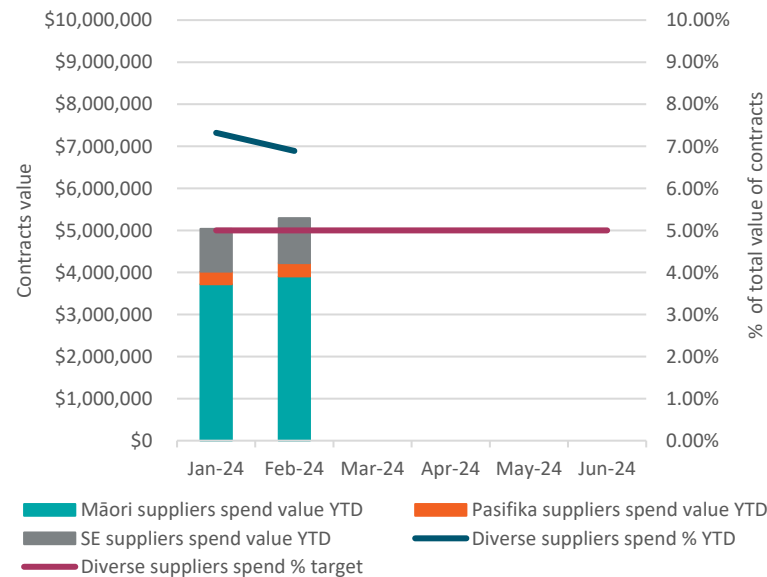
On track to meet the year-end SOI target of 50

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



The year-end KPI target has been achieved

**NEW: Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific suppliers, Social Enterprise Suppliers)**



TAU's diverse suppliers spend % is on track against 5% target. Majority of the total spend value was with Māori suppliers at the end of February (73%).

Māori and Pacific peoples suppliers are defined as organisations which have at least 50% Māori or Pacific peoples ownership (100% ownership if sole-proprietorship/trader).

Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

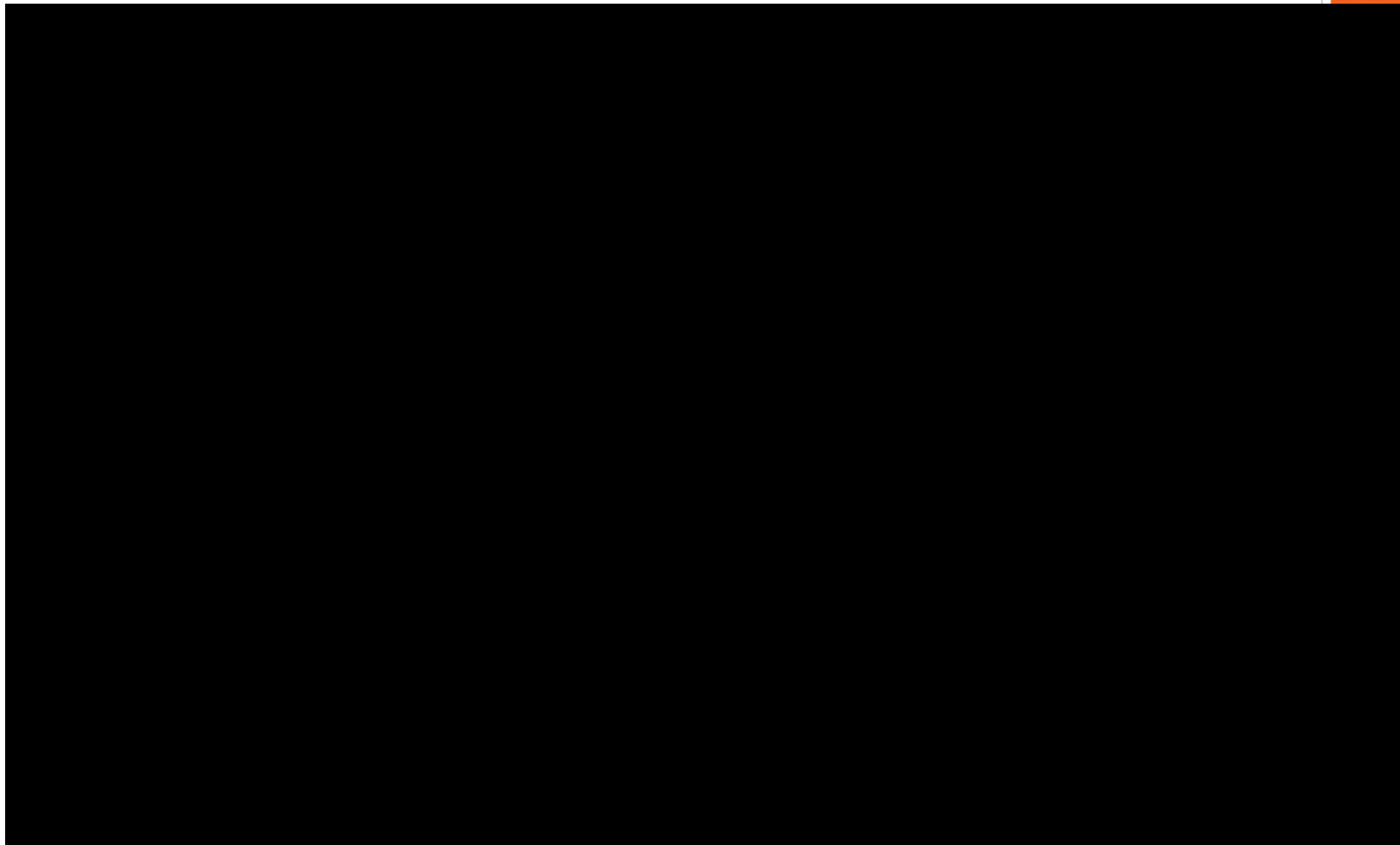
## Schedule of Appendices

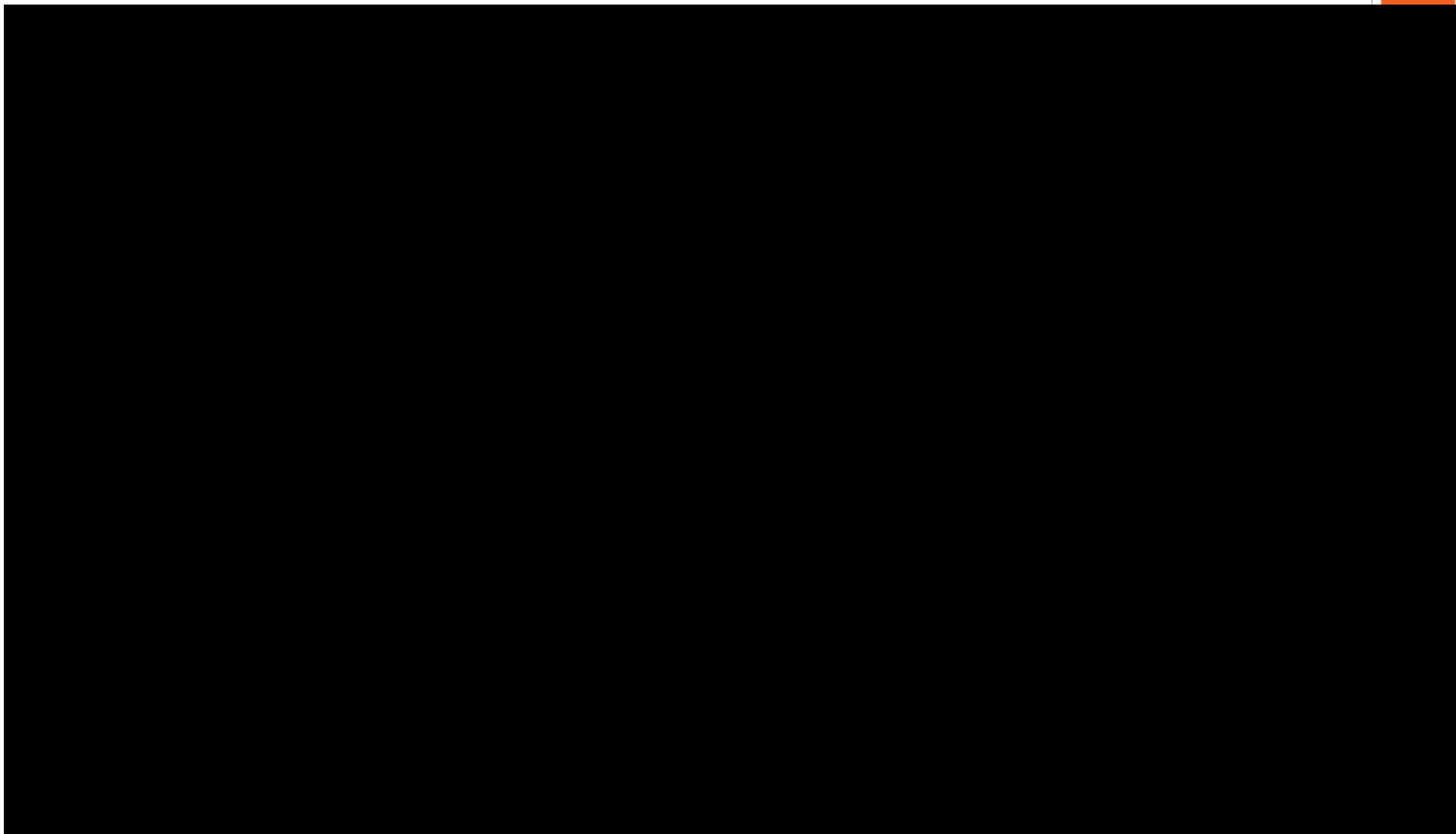
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)

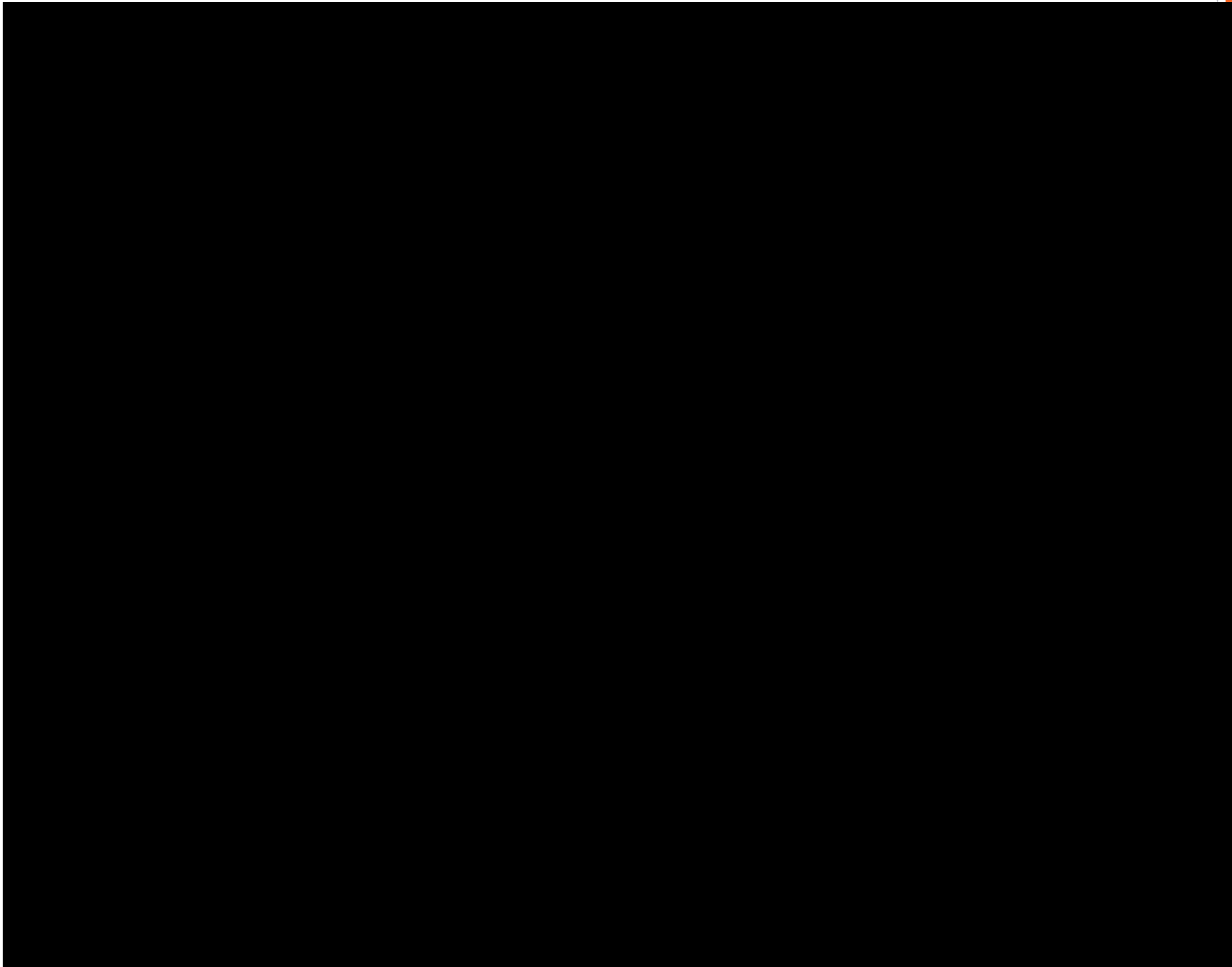
### 4. CE sub-reports in Resource Centre

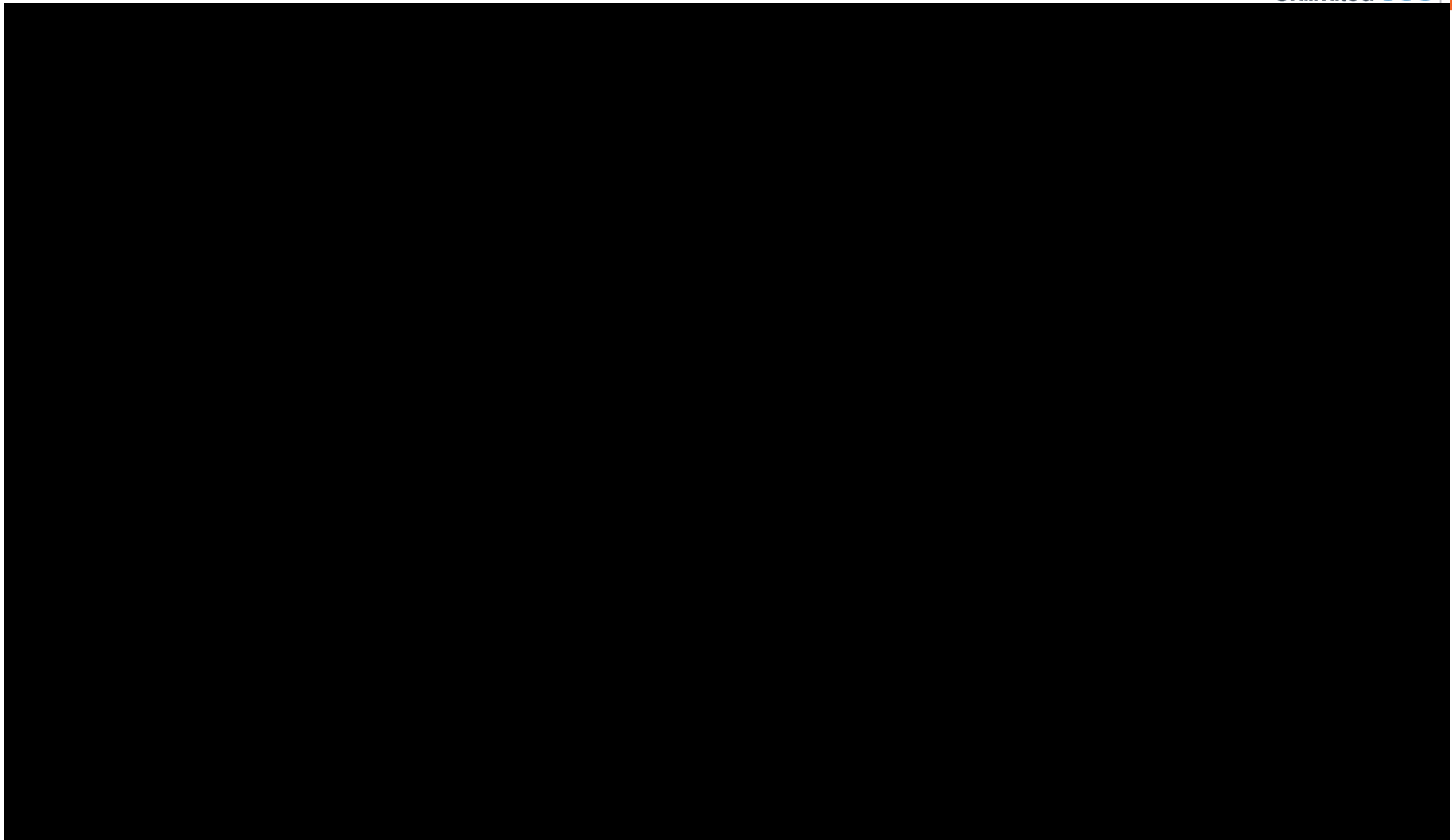
- Finance Report (Monthly)
- Risk Report (Monthly)
- Customer Strategy / CRM / eDM benefits dashboard (Monthly)
- Capital Projects Report (Bi-monthly)











# Monthly Operating Performance

<b>Operating performance trend</b>					
\$ million	Notes	FY 24 YTD			Full year
		Actual	Adj Budget	Variance	Adj Budget
<b>Net direct expenditure</b>	<b>A</b>	<b>63.1</b>	<b>67.6</b>	<b>4.5</b>	<b>93.0</b>
<b>Direct revenue</b>	<b>B</b>	<b>66.8</b>	<b>62.7</b>	<b>4.1</b>	<b>95.3</b>
Fees and user charges		36.5	38.1	(1.6)	56.9
Operating grants and subsidies		10.2	6.7	3.5	25.6
Other direct revenue		20.1	17.9	2.2	12.8
<b>Direct expenditure</b>	<b>C</b>	<b>129.9</b>	<b>130.3</b>	<b>0.4</b>	<b>188.3</b>
Employee benefits		57.8	56.6	(1.2)	80.5
Grants, contributions and sponsorship		5.5	4.3	(1.2)	7.8
Other direct expenditure	<b>D</b>	66.5	69.4	2.9	100.0
<b>Other key operating lines</b>					
Vested assets		0.0		0.0	
Depreciation and amortisation		38.1	37.1	(1.0)	55.7
Finance & Interest		0.0		0.0	
Capital Grants to TAU+ Partners		(0.7)		0.7	
<b>Capital investment trend</b>					
<b>Capital expenditure (incl. AFS)</b>	<b>E</b>	<b>35.4</b>	<b>42.1</b>	<b>6.7</b>	<b>67.2</b>
Capital revenue		0.7		0.7	



## Key commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY23 which were not spent in the year and Auckland Council has subsequently approved (late August), portions of this unspent budget being transferred to FY24.

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 continued strong visitation at the Zoo and Maritime Museum and better than expected event revenues including performing arts, conventions and additional unbudgeted Stadiums revenue. Operating Grants and subsidies is favourable due to Major Events, and Regional Events Fund funded activities taking place earlier than planned.

C. Costs are almost to budget, employee benefits are adverse due to the timing of staff change implementation costs, and additional casual staff being 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 largely a timing issue that is expected to be rectified in the coming months.