

# Board Meeting Agenda



8.00 a.m. Wednesday 29 January 2025

Waihorotiu Room, Level 4 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.	30 mins
2	Confidential Minutes 3 December 2024 and Action Tracker, Vicki Salmon	To Approve	T & C		
3	Board Agenda Discussion, Vicki Salmon	To Discuss	T & C		
<b>CE CONFIDENTIAL UPDATE</b>					
4	CE Confidential Update, Nick Hill, Annie Dundas and Pam Ford 1. Major Events <sup>1</sup> 2. CCO Reform Implementation <sup>1</sup>	To Note	T & C	8.30 a.m.	1 hour
<b>BREAK</b>				<b>9.30 a.m.</b>	<b>15 mins</b>
5	Western Springs Stadium Expression of Interest Workshop, Nick Hill <sup>2</sup>	To Discuss	T	9.45 a.m.	2 hours 15 mins
<b>LUNCH</b>				<b>12.00 p.m.</b>	<b>30 mins</b>
<b>CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN</b>					
<b>PROCEDURAL</b>					
6	Register of Directors' Interests and Rolling 12-Month Board Work Programme, Vicki Salmon	To Note	T & C	12.30 p.m.	5 mins
7	Public Minutes 3 December 2024, Vicki Salmon	To Approve	T & C		
<b>CE REPORT AND PERFORMANCE REPORTS</b>					
8	CE Report, Nick Hill 1. Financial Performance Report <sup>3</sup> 2. Current Operational Risks <sup>1</sup> (RC) 3. CRM Board Update <sup>1</sup> (RC)	To Note	T & C	12.35 a.m.	40 mins

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

<sup>2</sup> S7(2)(b)(ii),(c)(i)(f)(i),(h),(i) LGOIMA 1987

<sup>3</sup> Financial information withheld in compliance with NZX listing rules

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Item	Subject	Action	Trust/Co.	Start Time	Duration
<b>PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN</b>					
<b>APPROVAL PAPERS AND BOARD COMMITTEE UPDATES</b>					
9	Auckland Art Gallery Toi o Tāmaki, Kirsten Lacy: 1. Exhibition Business Case <sup>4</sup> 2. Exhibition Preliminary Discussion <sup>4</sup>	To Approve	T	1.15 p.m.	15 mins
<b>COMMITTEE RECOMMENDED, COMPLIANCE, AND NOTING PAPERS</b>					
10	TAU Half Year Reporting Pack <sup>5</sup> , Justine White	To Approve	T & C	1.30 p.m.	1 hour
11	Audit Engagement Fee <sup>4</sup> , Justine White	To Approve	T & C		
12	Q2 Risk Report to Council <sup>6</sup> , Justine White	To Approve	T & C		
13	TAU Fraud Policy <sup>6</sup> , Justine White	To Approve	T & C		
14	Health and Safety Report <sup>7</sup> , Lynn Johnson and Priyanka Victor	To Note	T & C		
<b>ANY OTHER BUSINESS</b>					
15	Any Other Business, Vicki Salmon	To Note	T & C	2.30 p.m.	5 mins
	<b>Close of Meeting</b>			<b>2.35 p.m.</b>	

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

<sup>5</sup> Financial information withheld in compliance with NZX listing rules

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

<sup>7</sup> S7(2)(f)(i),(d) 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> <li>Greenhills Forest GP Limited (Shareholder)</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>Perpetual Trust 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>Cornwall Park Trust Board (Trustee)</li> <li>Ringa Hora Services – Workforce Development Council (Director)</li> <li>Auckland Regional Amenities Funding Board (Board Member)</li> <li>Auckland War Memorial Museum Trust Board (Deputy Chair)</li> <li>Museum of Transport and Technology Board (Director)</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>● Tamaki Makaurau Matariki Festival Trust (trading as 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 (Chair)</li> <li>● Ringa Hora Services – Workforce Development Council (Director)</li> <li>● Harbouview Properties Limited (Shareholder)</li> </ul>	<ul style="list-style-type: none"> <li>● Co-ordinator of WOMEX (World Music Expo) Pan Indigenous Network</li> </ul>	
Graeme Stephens		<ul style="list-style-type: none"> <li>● New Zealand Hotel Holdings (Director) (this interest includes directorships of several further entities connected with New Zealand Hotel Holdings)</li> <li>● Kamari Consulting Limited (Director and Shareholder)</li> <li>● Marama Hua Trustee Limited (Director)</li> <li>● Rakaunui Property Limited (Director)</li> <li>● Rakaunui Property Holdings Limited (Director)</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>● Korowai Hikuroa Consulting Limited (Director and Shareholder)</li> <li>● Ringa Hora Services – 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>● Hikuroa Whanaungatanga Charitable Trust (Trustee)</li> <li>● Nga Whaotapu o Tamaki Makaurau Trust - Trustee</li> <li>● Stanmore Bay Primary School (Chair)</li> <li>● Massey University Executive Education (Advisory Board Member)</li> <li>● University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)</li> <li>● Sarcoma Foundation NZ (Board member)</li> <li>● Child Cancer Foundation (Board member)</li> <li>● Ronald McDonald House (Board member)</li> </ul>		

## 12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jan-25</b>	<ul style="list-style-type: none"> <li>Financial reporting for the ½ Year ended 31 December 2024</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>Western Springs Stadium EOI Workshop</li> </ul>	<ul style="list-style-type: none"> <li>Risk and Finance Committee – 24 Jan (½Y Accounts)</li> <li>Board Meeting – 29 Jan (½Y Acts)</li> </ul>
<b>Feb-25</b>	<ul style="list-style-type: none"> <li>Letter of Expectation</li> <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 – 19 Feb</li> <li>Workshop: New Zealand Maritime Museum Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>Māori Engagement Committee – 13 Feb</li> <li>Capital Projects Committee – 19 Feb</li> <li>Remuneration Committee – 20 Feb</li> </ul>
<b>Mar-25</b>	<ul style="list-style-type: none"> <li>2025 – 27 Statement of Intent Amendments</li> <li>Draft 2025 -2028 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>Board Meeting – 4 March</li> <li>Risk and Finance Committee – 19 March</li> <li>Board Meeting – 26 March</li> </ul>
<b>Apr-25</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>Board Evaluation (biennial – next due: 2026)</li> </ul>	<ul style="list-style-type: none"> <li>Workshop: Auckland Art Gallery Toi o Tāmaki Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects Committee – 16 April</li> <li>Board Meeting – 30 April</li> </ul>
<b>May-25</b>		<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</li> </ul>		<ul style="list-style-type: none"> <li>Risk and Finance Committee – 14 May</li> <li>Māori Engagement Committee – 15 May</li> <li>Board Meeting – 27 May</li> </ul>
<b>Jun-25</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>Capital Projects Committee – 24 June</li> </ul>

## 12-Month Work Programme

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
<b>Jul-25</b>	<ul style="list-style-type: none"> <li>Public Board meeting - shareholder feedback on SOI</li> <li>SOI FY 26</li> <li>TAU End of Year Financial Reporting Packs</li> <li>Q4 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>Board Meeting – 2 July (Public Board Meeting)</li> <li>Māori Engagement Committee – 17 July</li> <li>Risk and Finance Committee – 23 July</li> <li>Board Meeting – 30 July</li> </ul>
<b>Aug-25</b>	<ul style="list-style-type: none"> <li>Q4 Performance Report</li> <li>TAUL and TAUT Annual Report</li> <li>Financial reporting for the year ended 30 June 2025</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>Remuneration Committee – 12 August</li> <li>Capital Projects Committee – 13 August</li> <li>Risk and Finance Committee – 21 August (FY25 Statements)</li> <li>Board Meeting – 26 August</li> </ul>
<b>Sep-25</b>		<ul style="list-style-type: none"> <li>CEO Report</li> <li>H&amp;S Report</li> </ul>		
<b>Oct-25</b>	<ul style="list-style-type: none"> <li>Public Board meeting - performance against SOI targets for Year Ended 30 June 2025</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 – 14 Oct</li> <li>Board Meeting – 29 Oct (Public Board Meeting)</li> </ul>
<b>Nov-25</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 – 12 Nov</li> </ul>
<b>Dec-25</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 – 2 Dec</li> </ul>

# BOARD MEETING (open)

**HELD ON:** Wednesday 3 December 2024 at 8.00 a.m.

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

**PRESENT:**

Vicki Salmon	Chair
Jannah Wootten	Deputy Chair
Alastair Carruthers	
Carol Cheng	
Graeme Stephens	
Hinurewa Te Hau	
Dan Walker	

**APOLOGIES:** Desley Simpson Deputy Mayor and Lead Councillor

**ATTENDED:** Executive Team Nick Hill Chief Executive, Kevin Buley Director Auckland Zoo, Daniel Clarke Director Performing Arts, Annie Dundas Director Destination, Pam Ford Director Economic Development, Lynn Johnson Chief People Officer, Mandy Kennedy Chief Digital Officer, Kirsten Lacy Director Auckland Art Gallery, Vincent Lipanovich Director NZMM, Scott Couch on behalf of James Parkinson Director Auckland Stadiums, Helen Te Hira Director Māori Outcomes, Shelley Watson Director Marketing, Comms & Growth, Justine White Chief Operating Officer

Sarah Johnstone-Smith	CCO Governance Auckland Council
Malcolm Lawry	GM Commercial and Business Development
Georgina Cervin	Commercial Programme Lead
Melanya Burrows	Strategic Relations Manager
Priyanka Victor	Head of Health and Safety
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 confidential meeting and a karakia was recited.

The Chair noted the apology of Deputy Mayor Desley Simpson.

## 2. 16 OCTOBER 2024 AND 30 OCTOBER 2024 CONFIDENTIAL MINUTES AND ACTION TRACKER

The Board discussed the Action Tracker. The Board agreed to put Action Point 3 – review of TAU's risk appetite 'on hold'. Management referred to Action Point 4 and noted that Auckland has been short-listed to host the Gay Games 2030.

Subject to one amendment to the 16 October 2024 confidential minutes (review bullet point 3 p.2 to ensure clarity and accuracy), and one amendment to the 30 October 2024 confidential minutes (correction of 'apologies' p.1 as Graeme Stephens attended the meeting) the Board:

1. **Approved** the 16 October 2024 and 30 October 2024 confidential minutes as an accurate record of the meeting; and
2. **Noted** the Action Tracker.



### 3. BOARD AGENDA DISCUSSION

The Board discussed the agenda for the meeting.

*Sarah Johnstone-Smith, Malcolm Lawry, Georgina Cervin and Scott Couch joined the meeting.*

### 4. CE CONFIDENTIAL UPDATE

Nick Hill spoke to the paper.

#### *CCO Review*

- The Board and Management discussed the CCO Review. Management noted that the Mayor is scheduled to meet with the Tātaki Auckland Unlimited (TAU) Destination Partnership Programme Advisory Committee (DPPAC) shortly. The Mayor will be discussing the CCO Review as it relates to TAU's tourism attraction and major events activities as well as hearing industry views on the potential of a visitor levy to help fund these activities.
- The Board requested that Management:
  - Circulate the 28 November 2024 letter from the Board to the Mayor to the Governing Body members;
  - Draft a letter to the Mayor and senior Council officers recording TAU's full support for the urgent introduction of a visitor night levy to fund destination and major events activities in Auckland; and
  - Draft a letter to the Council CEO and senior managers outlining potential impacts of the CCO Reform on TAU's Māori outcomes and development activities and services. **(ACTION POINT)**
- Management noted that the Governing Body is scheduled to consider the Mayor's CCO Review proposal at its upcoming 12 December 2024 meeting. If the proposal as it currently stands is supported by the Governing Body – with destination marketing, major events, and economic development all transferring from TAU to Council – TAU will need to work closely with Council to manage the transition of services, activities and resources and will also need to review the structure of the remaining organisation. Transitioning any of TAU's functions to Council will require careful planning and implementation to ensure that those functions are transferred as seamlessly as possible.

#### *Stadiums Update*

- Management noted that on 30 October 2024 the Governing Body approved the transfer of funding from TAU to the Maungakiekie-Tāmaki Local Board to undertake 'critical works' at Waikaraka Park and resolved that:
  - In keeping with TAU's existing plans – any decisions on the future of Western Springs come before the Governing Body and involve adequate engagement with the Governing Body, and
  - Staff report back to the Governing Body on engagement with Ponsonby Rugby Club and the options for its future and that staff work to fully address the views and concerns of the club.
- Management noted that the decision of the Governing Body on Waikaraka Park means that TAU will now progress the Waikaraka Park development project with works on the ground likely to begin in early 2025. Senior Council executive Barry Potter and others will join TAU's usual significant project governance group.
- The Board noted that the ongoing Western Springs Stadium Expression of Interest (EOI) process will help crystallise the options for the future of Western Springs Stadium for the Governing Body to then consider. [REDACTED]

[REDACTED]

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

- The Board asked Management to request that Council confirm a slot on the Governing Body agenda for the consideration of the Western Springs Stadium EOI in early 2025. A confirmed slot will provide all stakeholders with a timeline to work towards. **(ACTION POINT)**
- Management agreed to invite the EOI participants [REDACTED] to present to the TAU Board at a workshop at the 29 January 2025 board meeting.
- The Board acknowledged the hard work of TAU and Council staff, and Auckland Stadiums Director James Parkinson on the Waikaraka Park project in a challenging environment.

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

The Board noted the update.

## 5. NORTH HARBOUR STADIUM STAGE 1: EXPRESSION OF INTEREST

Nick Hill spoke to the paper.

- Management updated the Board on TAU's work with the North Harbour Stadium (NHS) Steering Group and Working Group on determining the future of North Harbour Stadium. The Chairs of the Upper Harbour and Hibiscus and Bays Local Boards met with the Governing Body on 29 August and the Governing Body noted at that meeting that a two-stage process will now be undertaken. Stage 1 will be an EOI process to see if there is a party or organisation which can operate and manage North Harbour Stadium and Domain Precinct for an agreed period commencing July 2025 and subject to a cost benefit analysis and a value for money assessment. Stage 2 will be a concurrent process to determine the most appropriate ownership, funding, governance, improvements, and operational management model for the long-term future use of the North Harbour Stadium and Domain Precinct by December 2026.
- Management noted that the intent of the Stage 1 EOI process is to determine, through undertaking an open procurement process, whether there is an operator for North Harbour Stadium which can perform better than the 'status quo' to drive positive outcomes for the facility, its community, and its users while improving overall utilisation, diversification of activity, connection to the local community, and ultimately, to improve financial performance. [REDACTED]

[REDACTED]

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

- The Board thanked Management for the update and noted TAU's continued support for the process.

The Board:

1. **Approved** an Expression of Interest process be conducted to seek a new operator for some, or all, of the activity at North Harbour Stadium and Domain Precinct; and
2. **Noted** that if there is a recommended supplier resulting from the Expression of Interest process, that approval will be sought from the TAU Board prior to the commencement of contract negotiations

*Malcolm Lawry and Georgina Cervin left the meeting. Alastair Carruthers left the meeting at 11.10 a.m.*

*The Chair closed the confidential meeting and opened the public meeting. The Executive Team and Melanya Burrows joined the meeting.*

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

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

## 7. PUBLIC MINUTES 30 OCTOBER 2024

Subject to the amendment to the confidential minutes discussed at Item 2, the Board **approved** the 30 October 2024 open minutes as an accurate record of the meeting.

## 8. CE REPORT

Nick Hill and the Executive Team spoke to the paper.

- Management updated the Board on the recent confirmation that avian influenza – commonly known as “bird flu” – has been discovered in New Zealand. While the strain of bird flu that was recently found on a poultry farm in Otago was not the dangerous HPN51 strain, the arrival of bird flu in the country has been met with the expected strong response from MPI and has increased the public visibility of the risks of bird flu. Auckland Zoo and TAU are ready with protocols and communications plans in preparation for the inevitable future arrival of the more dangerous strain of bird flu.
- Management updated the Board on the recent successful transfer of Burma the elephant from Auckland Zoo to the Monarto Safari Park in South Australia and provided a short presentation.
- Management updated the Board on the Te Puna Creative Innovation Quarter project. Work on the central hub is continuing and the broader precinct is now attracting external investment as evidenced by the recent precinct land purchase by a like-minded organisation who is keen to be part of what Te Puna is creating. The first two areas of the central hub refurbishment have been completed and the hub’s first commercial client has moved into the shared space area. The hub’s anchor tenant has also moved in and will use additional areas once they have been refurbished. [REDACTED]
- Management noted that TAU’s new platform for Māori owned businesses – Treasures of Tāmaki Makaurau Auckland – was recently launched and is now ‘live’. TAU’s recent two-day business events forum was well attended and well received. The DPPAG continues to meet regularly, and the destination industry is looking forward to a good summer. However, there is growing concern that the next two years are ‘light’ on major events compared to recent years and also concern about the lack of funding certainty for Auckland’s tourism attraction and major events activities. S7(2)(f)(i),(h),(i) LGOIMA 1987
- Management noted that attendance at Go Media Stadium has been outstanding over the last year. The ‘sold-out’ Warriors season, Auckland FC crowds significantly higher than predicted, and highly popular concerts – including the recent Pearl Jam concerts – have kept the stadium busy this year. TAU’s performance venues have had a busy month leading into the busy season with 99 individual events bringing more than 90,000 patrons into TAU venues.
- Management noted that the Auckland Art Gallery Toi o Tāmaki will shortly open its big summer exhibition *Olafur Eliasson: Your curious journey*. The spectacular exhibition highlights more than 30 years of world-renowned artist Olafur Eliasson’s creative work. The exhibition is the first solo showcase of the Icelandic-Danish artist in Aotearoa New Zealand and strong pre-sales for the exhibition are encouraging.
- The Board noted that TAU’s recently circulated *Akina Māori Outcomes 2024 Highlights* document is a good summary of the team’s excellent work this year and congratulated the team on a successful year.

The Board **noted** the update.

*The Executive team left the meeting. Graeme Stephens left the meeting at 12.27 p.m.*

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

## 9. BOARD COMMITTEE UPDATES

The Chair of the Risk and Finance Committee (**RFC**) updated the Board on the recent Committee meeting.

- The Chair of the RFC noted that the policies considered and recommended by the Committee at the recent 13 November meeting – including the Artificial Intelligence Policy – are on today's agenda at Item 12. The Committee reviewed the Auditor's Report at its recent meeting and felt that the matters raised were minor indicating that TAU has good systems and processes in place. The Board thanked the TAU finance and other teams for its work on the recent financial audits and noted that TAU continues to discuss audit fees with Audit New Zealand.

The Board **noted** the update.

*Kirsten Lacy joined the meeting.*

## 10. AUCKLAND ART GALLERY TOI O TĀMAKI

Kirsten Lacy spoke to the paper.

### *Exhibition Business Cases*

- The Board noted that the two Art Gallery exhibition business cases were considered at the 30 October 2024 board meeting, but the item was deferred when two Board Directors needed to leave that meeting early to join a Governing Body meeting.
- Management noted that following a recent workshop with the Art Gallery Advisory Committee the [REDACTED] business case has been withdrawn and the team will now look at alternative exhibitions for the [REDACTED] period. The [REDACTED] is being re-presented to the Board for consideration and approval following the workshop.

The Board:

1. **Approved** the exhibition [REDACTED] and delegated authority to sign the exhibition agreement to the CE; and
2. **Noted** that the [REDACTED] exhibition proposal has been withdrawn.

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

### *Art Gallery Advisory Committee*

- Management noted that two Advisory Committee members have left the committee, and it is timely to now appoint their successors. Following a process undertaken by the Gallery Director and the Chair of the Advisory Committee, it is recommended that the Board appoint Sue Gardiner and Caroline Rainsford as members of the Advisory Committee. Both candidates have comprehensive knowledge and experience in the art world and will bring a wealth of skills to the Advisory Committee.

The Board **approved** the appointment of Caroline Rainsford and Sue Gardiner to the Auckland Art Gallery Advisory Committee.

*Kirsten Lacy left the meeting.*

## 11. TRANSFER OF NZCCM BUILDING TO AUCKLAND ZOO

Justine White spoke to the paper.

- Management summarised the proposal to transfer the NZCCM building to TAU on behalf of Auckland Zoo.

The Board:

1. **Approved** the Surrender of Sublease between the Auckland Zoo Charitable Trust Board (AZCTB) and Tātaki Auckland Unlimited (TAU) to surrender the sublease of the New Zealand Centre for Conservation Medicine building (NZCCM building);

2. **Approved** the Surrender of Lease between TAU and AZCTB to surrender the ground lease for the NZCCM building.
3. **Noted** that the result of surrendering the NZCCM ground lease and sublease will be that the ownership of the NZCCM building, and improvements will revert from AZCTB to TAU on the effective date.

## 12. TAU POLICY APPROVAL

Justine White spoke to the paper.

- The Board requested that management remove the word “directors” from the policies where they refer to business unit directors within the business to avoid confusion with TAU Board directors. **(ACTION POINT)**

Subject to Management making the change discussed, the Board **approved** the following TAU policies and guidelines:

1. Gifts, Hospitality, and Complementary Tickets Guideline
2. Delegated Authority Policy
3. Staff Functions and Expenses Guideline
4. Risk Management Framework
5. Artificial Intelligence Policy

*Lynn Johnson and Priyanka Victor joined the meeting.*

## 13. HEALTH AND SAFETY REPORT

Lynn Johnson and Priyanka Victor spoke to the paper.

- The Board noted that the number of incidents increased last month, but the rise is expected given the number of incidents is clearly closely correlated with in an increase in activity across several parts of the business. The increased detail and insights into ‘low-level’ incidents in TAU’s health and safety reporting is useful for the Board to fully understand health and safety across the organisation.
- The Board and Management discussed the recent Ports of Auckland case where a former CEO was found personally liable for health and safety breaches. Management noted that the case reinforces TAU’s existing health and safety function and activities, in particular the teams thorough auditing of TAU’s activities and the associated risks and dangers. However, the case is a reminder that TAU officers do need to challenge and personally verify the work of the health and safety team. [REDACTED]  
[REDACTED]  
[REDACTED]  
S7(2)(f)(i) LGOIMA 1987
- Management noted that TAU has worked hard on improving, professionalising and better co-ordinating the organisation’s health and safety function since the amalgamation. The team has a detailed audit programme and monitoring processes in place.
- The Board requested that Management develop a schedule for sub-groups of TAU Board directors to regularly visit TAU’s sites and venues during the year to supplement the Board’s existing cultural festival health and safety walkthroughs and health and safety visits that follow board committee meetings at TAU’s venues. **(ACTION POINT)**
- The Board noted that Priyanka Victor has recently resigned to take a larger role at another organisation and thanked Priyanka for her efforts at TAU. Priyanka thanked the Board and TAU and wished TAU all the best for the future.

The Board **noted** the update.

**14. ANY OTHER BUSINESS**

There was no other business.

The Meeting ended at 2.15 p.m. The next meeting is scheduled for 29 January 2025.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

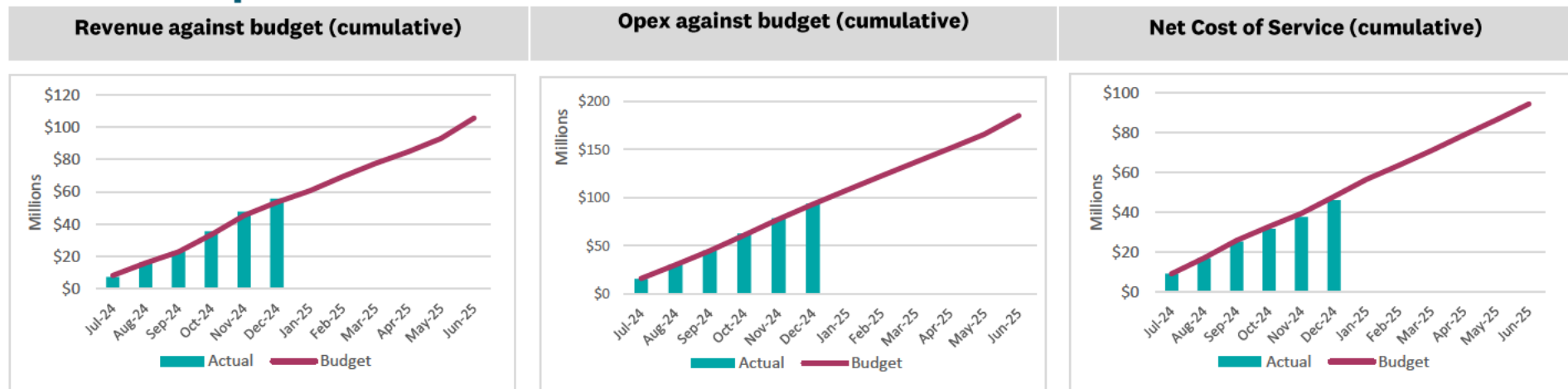
# Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited, 29 January 2025

## 1. Introduction

- Summer has started well with the ASB Classic, SailGP and Luke Combs events all meeting or exceeding expectations in quality, patronage and visitation. The major event programme continues with Moana Festival, Synphony in the Domain, Lantern Festival and Pasifika through February and leading to the Arts Festival in early March. The musical Six is being supported financially by Tātaki and is generating strong ticket sales.
- Future major event funding remains a critical issue. Mayor is pushing publicly for a visitor levy and is seeking ratepayer support for his approach through consultation on the Annual Plan. In the meantime, TAU are coming under pressure to commit to major events such as SailGP with no funding certainty.
- Following Governing Body decisions in December on CCO reform which included taking economic development into Auckland Council, a transition structure has been established by council led by David Rankin from Eke Panuku and supported by Pam Ford from Tātaki. We have established an internal steering group to manage support to the transition group and consequent impacts and changes for Tātaki.
- The public call for Expressions of Interest as operator of the North Harbour Stadium was released the week of 13 January.

## 2. Finance update



Revenue was **above budget** by 4% at the end of December

Opex was **above budget** by 1% at the end of December

Net cost of service was **below budget** by 4% at the end of December



### 3. Strategic Plan implementation

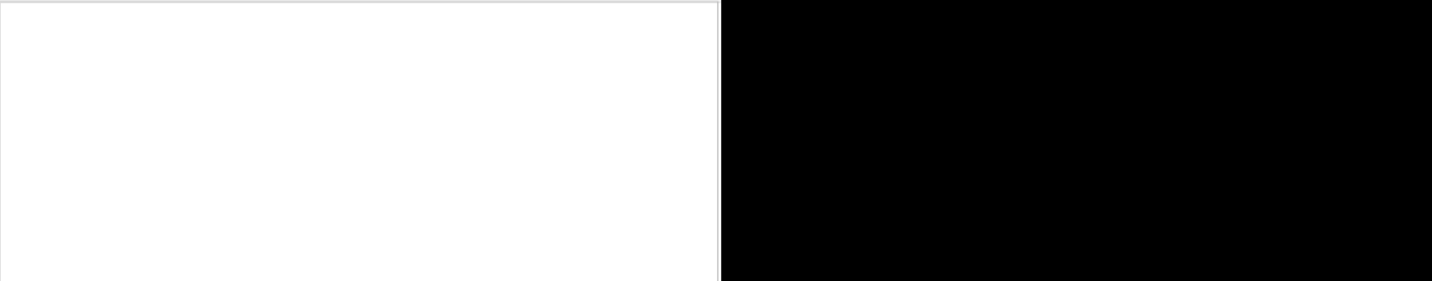
#### Experiences and events

Performing Arts	Major Events	Auckland Conventions & Business Events
<p>A diverse programme of performing arts events and experiences took place throughout December bringing tens of thousands of people into the city. Highlights included:</p> <ul style="list-style-type: none"> <li>• <b>A Midsummer Night’s Dream (Royal New Zealand Ballet accompanied by Auckland Philharmonia)</b> 8 December, Kiri Te Kanawa Theatre, five public performances with [redacted] attendance and one school performance with [redacted] school attendees from 13 schools</li> <li>• <b>Thai Festival by the Bay (Cultural/Food Festival)</b> 13 &amp; 14 December, Bruce Mason Centre Theatre, three public performances with [redacted] attendance.</li> <li>• <b>Handel’s Messiah (Auckland Choral)</b> 7 &amp; 8 December, The Cloud, two event days with free entry. Organised by The Thai Embassy, Wellington More than 11,000 attendees</li> <li>• <b>Jack White (US Indie musician (White Stripes))</b> 15 &amp; 16 December, Great Hall two performances selling [redacted] tickets.</li> <li>• <b>Jekyll &amp; Hyde – A Children’s Version Development Workshop</b> 17 December, Great Hall, one performance, [redacted] tickets.</li> <li>• <b>Jekyll &amp; Hyde – A Children’s Version Development Workshop</b> 3 &amp; 6 December, Herald Theatre This workshop was the first in the development of a new children’s version of the hit theatre work Jekyll &amp; Hyde by devised theatre company A Slightly Isolated Dog. The company worked for four days in the Herald Theatre with support from Auckland Live’s Commissioning and Development fund</li> <li>• <b>Auckland Live Christmas in Aotea Square</b> 29 November – 22 December. Auckland Live’s annual free public programme started with the installation of local light studio Angus Muir Design’s Christmas Pavillion and Illuminating Light Forest. The programme ran across four weekends and included performances and workshops from a wide range of artists and communities using the stage within the Pavillion. This year’s activation including the installation of the Pavillion and Light Forest was enabled through a partnership with council’s City Centre Experience team with funding from the city centre targeted rate.</li> </ul>	<p><b>Live Events</b></p> <ul style="list-style-type: none"> <li>• <b>Global Youth Sevens</b> was successfully delivered 60 U 18 teams with more than 35 travelling from overseas.</li> <li>• <b>ASB Classic, ATP250 International Tennis</b>, watched globally by more than 12m viewers 2024, anticipate the same in 2025. The tournament received positive initial feedback from stakeholders, attendees and partners, post-event report is pending.</li> <li>• <b>Cricket, NZ vs. Sir Lanka match has been delivered.</b> The next match at Eden Park will take place in March as part of a big weekend of sport with both the Blues and All Whites scheduled to play at Eden Park the same weekend.</li> <li>• <b>ITM Sail Grand Prix 2025, 18/19 January</b> – planning is on track [redacted] teams are in Auckland and training on the harbour all week, lining up to be a big weekend in Auckland</li> <li>• <b>Luke Combs, 17/18 January</b> – [redacted] With no trains running, Auckland Transport provided significant additional bus services.</li> <li>• <b>Moana Auckland Festival, 27 Jan-9 March</b> – Go Media signed as title sponsor. Planning on track. Opening event to take place at RNZYS on 27 Jan with a ōwhiri from Ngāti Whātua Ōrākei</li> <li>• <b>BNZ Lantern Festival, 13-16 February</b> – this year will be a free ticketed event, with integrated ticketing for public transport. In addition to extended festival hours and fireworks across three event nights instead of one, plans are on track to deliver an enhanced event experience.</li> <li>• <b>Synthony in the Domain,</b> [redacted]</li> </ul>	<ul style="list-style-type: none"> <li>• ACVE actualised 32 business events across 38 event days, 2 774 attendees, total revenue across venue portfolio was [redacted] inc revenue + catering) ACVE revenue was [redacted] margin/contribution [redacted]</li> <li>• FY25 YTD total gross revenue (venue hire, tech, catering across all 12 venues [redacted])</li> <li>• The team contracted 16 future events with a venue hire contribution of [redacted]</li> <li>• Key events included [redacted] Microsoft Conference, Deloitte Top 200, Vision 2025. S7(2)(f)(i),(h),(i) LGOIMA 1987</li> </ul> <p><b>Auckland Convention Bureau (ACB)</b> See table below for notable results.</p> <ul style="list-style-type: none"> <li>• There are 68 future business events confirmed for Auckland (to 2029) resulting from ACB’s support with an estimated future economic value of \$93.4m.</li> </ul> <p><b>City Wide Events Calendar</b></p> <ul style="list-style-type: none"> <li>• Successful training sessions delivered to 50 users across TAU from cultural orgs to major events and stadia</li> </ul>

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

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




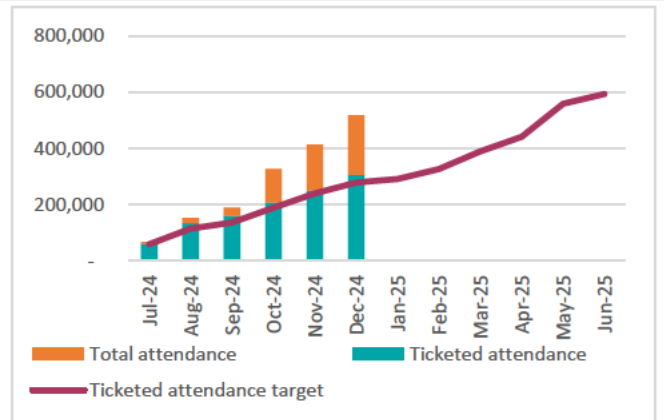


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- In December Auckland was shortlisted as one of three finalist cities as potential Host City for Gay Games 2030. Significant work will continue through until October 2025 when the successful Host City will be selected, presenting a significant opportunity to increase Auckland's profile as a destination of choice for Rainbow tourism.

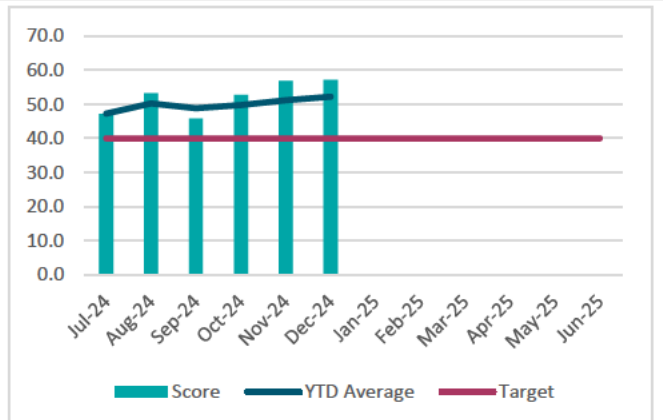
**KPI RESULTS**

**Performing Arts: ticketed and total attendance (cumulative)** 



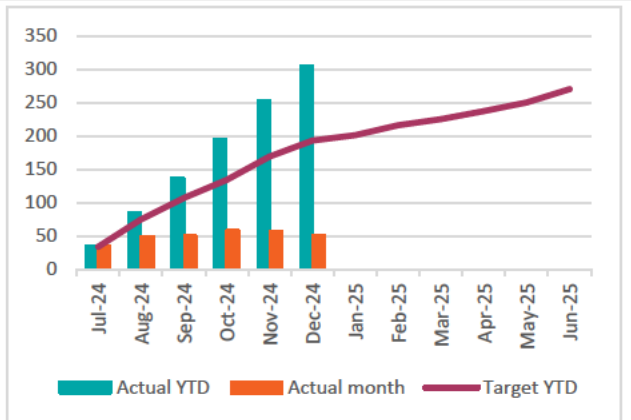
Ticketed attendance is **above target** at 306,000 YTD

**Performing Arts: NPS for TAU audiences and participants** 



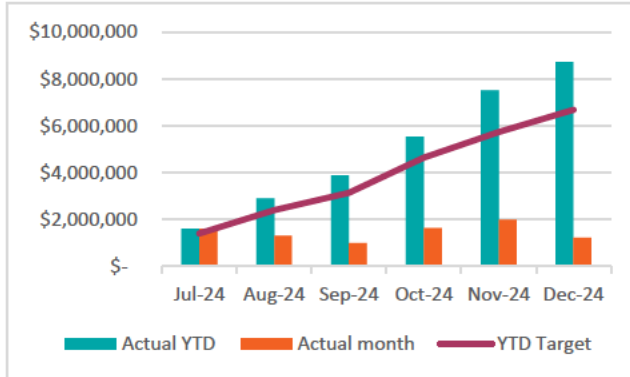
Performing Arts' YTD NPS score is tracking **above target** at 57.2

**Performing Arts: number of events**



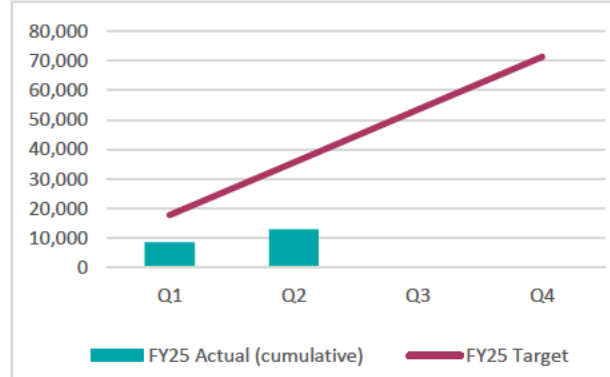
The number of Performing Arts events held (52) was **above the monthly target** of 24

### Performing Arts: YTD Revenue



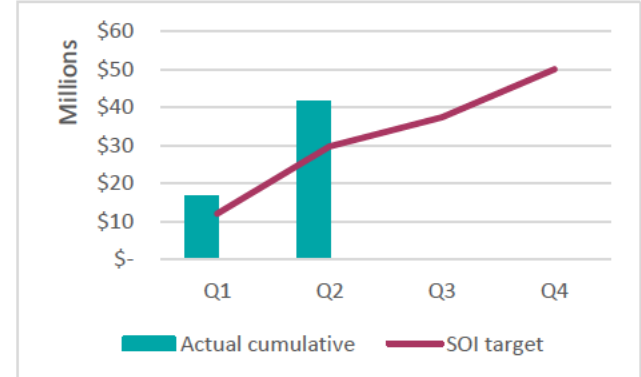
Performing Arts YTD revenue was above budget - \$8.7m against a budget of \$6.7m. Includes Director Performing Arts, Performing Arts and Presenter Services sub-units.

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



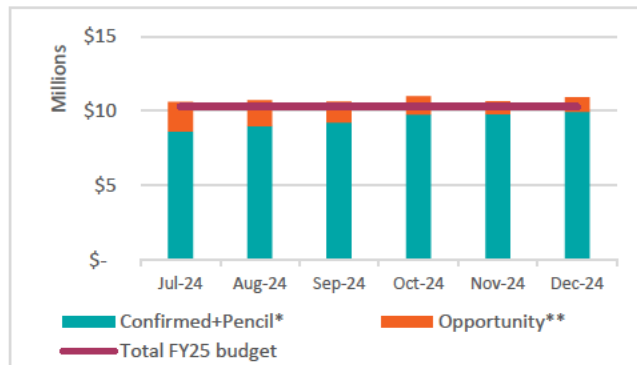
Q2 results for Performing Arts were **below target**

### Major events and business events: contribution to regional GDP



Q2 results are **above** target based on five events out of seven, with two events pending evaluation

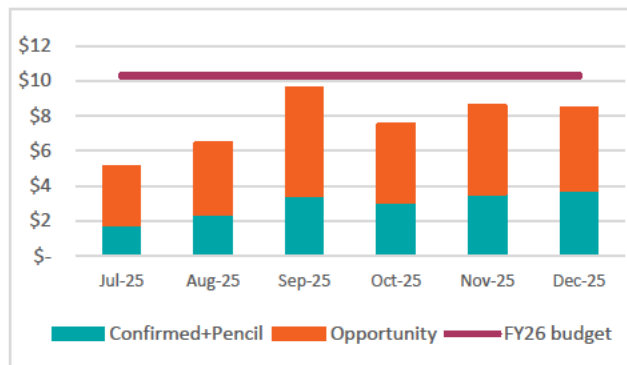
### ACVE: FY 2025 Forecast YE Revenue vs Budget



At \$10.0m, confirmed events are tracking -3% on the FY25 budget. Aotea Centre comprises 29% and Viaduct Events Centre comprises 44% of revenues.

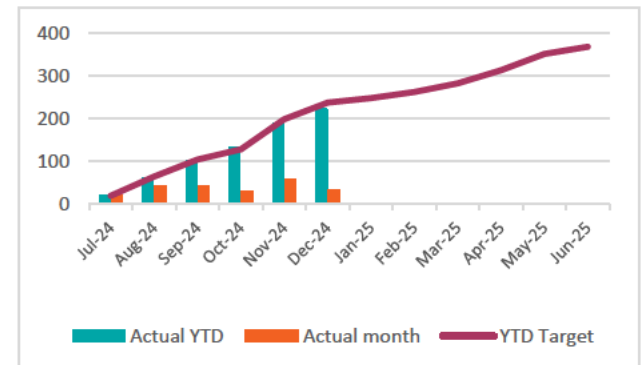
\*Confirmed category includes confirmed events and 1<sup>st</sup> Pencil events - 1st in line and may proceed to contract if desired \*\*Opportunity status is a sales enquiry or a lead (no booking space is held)

### ACVE: FY 2026 Forecast YE Revenue vs Budget



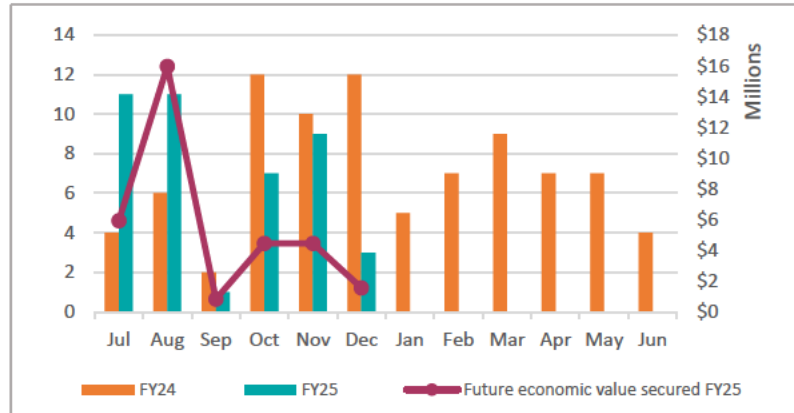
ACVE FY26 budgeted venue revenue is \$10.3m. Based on current bookings, \$3.7m of this revenue is confirmed, 36% of YTD Budget. A further \$4.7m of opportunities are in the pipeline.

### ACVE: number of events (cumulative)



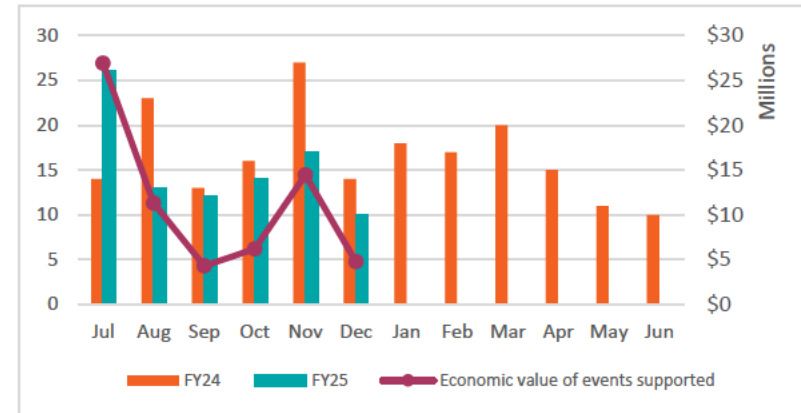
The number of ACVE events held (32) was **below the monthly target** of 39.

**Auckland Convention Bureau: business events secured**



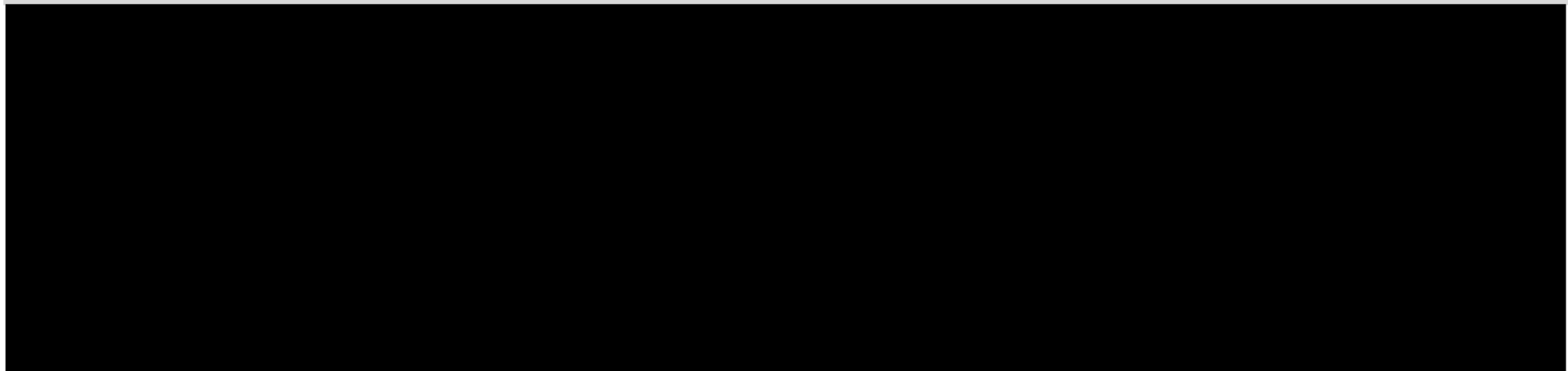
ACB helped to secure **three new business events** for Auckland in **December** with an estimated **\$1.56m** of future economic benefit to the region. The three events are scheduled to be held in 2025, 2026 and 2027.

**Auckland Convention Bureau: new opportunities supported**



ACB generated or assisted with **10 new business event opportunities** for Auckland in December with dates through to 2028 and an estimated economic value of **\$4.78m** if all are secured.

**Auckland Convention Bureau: Notable monthly results**



## Taonga and places

### Auckland Zoo

- **December visitation was 69,531**, 5.1 behind budget **YTD visitation is 381,086**, 7.4 per cent below budget but only 16,283 visits behind the same period in FY24.
- **December revenue** from all sources was **\$1.5m**, and **YTD revenue \$7.2m** against budget.
- The Zoo **successfully received a renewed 10-year permit to hold and display native protected wildlife** more than 18 months after the submission of a highly complex application the Department of Conservation.
- The Zoo supported the following **organisations and community groups** to visit: Ember, Kahui Tu Kaha, Papatūānuku Kōkiri Marae, Starship Hospitals, and Ronald McDonald House
- A total of **4337 learners were engaged** in December, including 3808 educational visits onsite, 334 Tamariki Time attendees and 133 with Wild Wednesdays online
- A **record-breaking eight young tara iti were successfully hatched, hand-reared and transferred** to the Te Arai release site in preparation for satellite-transmitter attachment and gradual, careful, release to the wild. They've been learning to fly and fish from the local stream and estuary, and have been observed interacting with wild tara iti, so hopes are very high for these invaluable additions to the tiny population of New Zealand's most threatened bird fewer than 40 remaining
- **Female white rhino Jamila gave birth to her third calf** a big, healthy male who is yet to be named The Zoo expect mum and son to rejoin the rest of the herd on the Savannah paddock in January.
- The **Swamp Forest vestibules and the Australian Bush Track reopened** to visitors in December as planned. Although the arrival of kangaroos has been delayed, the new Cunningham skink habitat has proven to be popular amongst visitors. Additionally, construction was completed on two key projects Perimeter Hardening Section and the Support Aviary.

### Auckland Art Gallery Toi o Tāmaki

- **December Visitation** was 40,908 and YTD 230,760. Gallery is tracking +4 against overall visitation target for FY25. *Olafur Eliasson: Your curious journey* exhibition was opened by Deputy Mayor Simpson (7 Dec) with 886 visitors attending the opening weekend (including events) and total of 6563 across December (24-day period). 971 visitors attended after hours events in December, including 610 visitors for *Olafur Eliasson* events. 954 visitors attended Whānau Drop-in during December, including 707 during school holidays (from 21 Dec).
- **TAU Māori Engagement Committee** attended by Director, Poumatua (Head of Kaupapa Māori) and Senior Curator, Māori Art A review of kaupapa achieved over 2024 at the Gallery and the 2025 28 forward programme for Toi Māori was presented and well-received.
- **Gallery Advisory Committee** welcomed two new TAU Board appointed members Sue Gardiner, Co-Founder Chartwell Trust and Caroline Rainsford, Country Director, Google NZ. They attended in-person (10 Dec) with inductions to follow early 2025.
- **Exhibitions & Collections:** Special exhibitions meeting of board & advisory committee was held. Procurement process for Level one exhibition space modular wall system completed. Principal Conservator recruitment to be reopened.
- **Curatorial & Learning:** Curator Pacific Art returned from maternity leave and three new Learning & Outreach staff appointed for Feb 2025 start due to decreased availability of current casual staff (includes new position Pouako Māori / Māori Learning Specialist).
- **Research Library & Archives:** Digitised second consignment of NZ photographer Marti Friedlander's Archive with more than 4000 images captured and digitally available (in addition to the original 5000+). 10 archives were consulted by the public, including international academic visitors. New Gallery/Artspace internship began, working on the current Artspace archive and assisting with the new consignment.
- **Advancement:** Reached target of 100 Contemporary Benefactor (CB) donors. 265 donors attended end of year exhibition tours across AAG Foundation, Patrons and CBs events that were staged. Members Late Night viewing of *Olafur Eliasson* exhibition attended by 300 members.
- **Publishing:** Summer issue of Art Toi released featuring Olafur Eliasson, major gift of Hans Arp sculptures and celebrating the Chartwell Collection 50th Anniversary and Michèle Whitecliffe art writing prize.
- **Building:** Office refurbishment extended due to demolition work revealing updates required to meet fire code standards, with staff return now expected 31 March 2025 in line with Heritage Project Phase two Kitchener St completion. Phase three (Clock Tower) to continue until the end of 2025, which will conclude capital project. Lighting Control App delayed due to council ICT staffing changes.
- **H&S/Operations:** Avian flu preparedness training completed for Operations and Visitor Experience Managers.

**New Zealand Maritime Museum**

- *Into Ocean and Ice* has continued to be popular and has attracted a broad range of free publicity. This, alongside the holiday programme and an anecdotal uptick in international visitation (as reported by staff saw strong visitation across the December and summer holiday period.
- NZMM is continuing to progress exploratory work around the upcoming gallery refresh project, to update the museum’s ground floor galleries and improve education programme facilities. Current focus is on planning for gallery decant and gaining confirmation of dimensions and conditions of spaces, as well as working toward a business case for the TAU Board Capital Committee. NZMM masterplan is now expected to go to the TAU Board early in 2025.
- Exhibition work now focuses on the next two planned offerings: the first examining the health and changes to the natural environment in the Hauraki Gulf since human arrival in Aotearoa; and the following to focus on a review of traditional practice across the Pacific, in partnership with Lagi Maama.
- NZMM is preparing to host a trimmed down version of the Wooden Boats Festival at Hobson Wharf in 2025, as part of the Moana Festival. Additionally, staff are finalising programme details with the Hobart Wooden Boats Festival, with NZMM staff traveling to Hobart to take part in February 2025
- At Percy Vos, work is ongoing to finalise NZMM’s partnership and H&S documentation with community partners Talks have begun around hosting the restoration work of the taonga Māori carvings that are normally in New Zealand House London, which have returned to NZ for refurbishment.

**Integrating Auckland’s cultural institutions**

- A schedule of Alliance meetings for 2025 has been proposed, with the directors of AWMM, MOTAT, NZMM, AAG and Zoo, plus TAU CE and Alastair Carruthers.
- TAU Partnerships is coordinating a piece of work across the Alliance group to collate and share key metrics for discussions around how the group can coordinate reporting.
- Partnerships is currently working with MOTAT and council on both the next MOTAT levy and the next round of board member renewal and recruitment

**Aotea Arts Quarter**

- Draft timeline has been prepared and discovery phase is underway for AAQ branding and identity. Working group will be established, and development of AAQ identity and channels will commence once budget has been sourced.

**Single Operator Stadiums Auckland (SOSA)**

- [Redacted]

**Auckland Stadiums**

- December was another busy month for content at Auckland Stadium’s venues headlined by a sold out local derby between Auckland FC and Wellington Phoenix on 7 December at Go Media Stadium, where [Redacted] fans packed in to watch the game. Auckland FC returned on 21 December with a larger than expected crowd [Redacted] to watch the game.
- In addition, two Speedway meets took place on 14 & 26 December which drew crowds of [Redacted] [Redacted] respectively.
- Lilyworld, (the onsite garden bar at Go Media Stadium), continued to show its versatility with large crowds pre and post Auckland FC matches. It was also booked out most of December on non event days for Christmas functions, followed by hosting a small concert on Boxing Day, Shenanigan’s more than 500 patrons attended. This accumulated in a record month in revenue of [Redacted] for the venue.
- Ace Motorsport which operates the Go Karts next to Lilyworld also had a record month in bookings in December – proving its proximity and association with Lilyworld is working well.

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**Film Studios**

[Redacted]

**Western Springs Precinct**

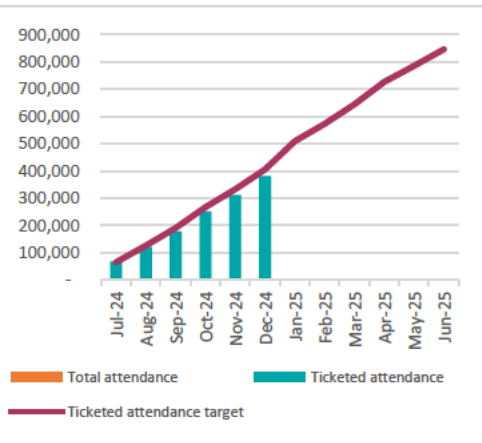
- The delivery programme for the critical works at Waikaraka Park, including the Steering Group and Project Control Group are underway. The next stage of the process is tender evaluation for the construction works.
- [Redacted]

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



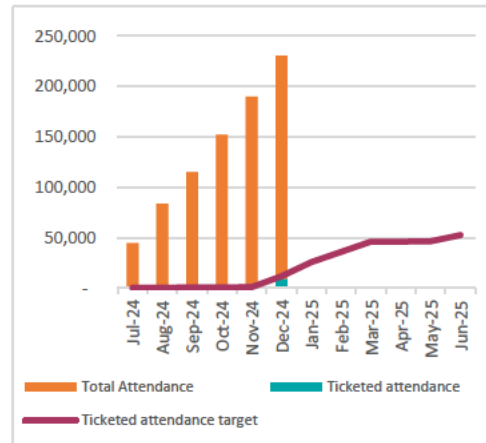
## KPI RESULTS

### Auckland Zoo: ticketed and total attendance (cumulative)



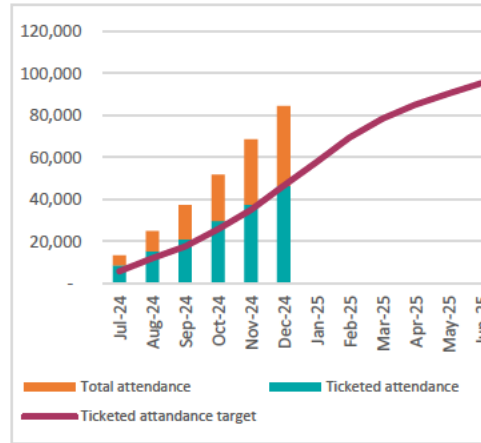
The Zoo's ticketed attendance is **below target** at 381,000 YTD

### Auckland Art Gallery: ticketed and total attendance (cumulative)



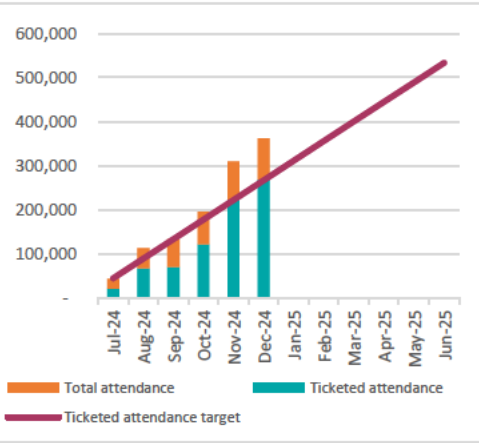
The Gallery's ticketed attendance is **below target** at 9251 YTD.

### NZ Maritime Museum: ticketed and total attendance (cumulative)



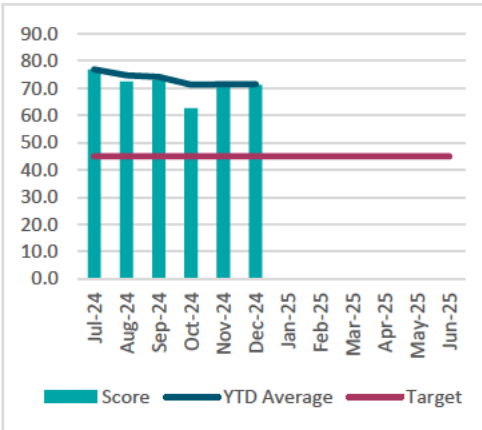
The Museum's ticketed attendance is **below target** at 46,000 YTD

### Auckland Stadiums: ticketed and total attendance (cumulative)



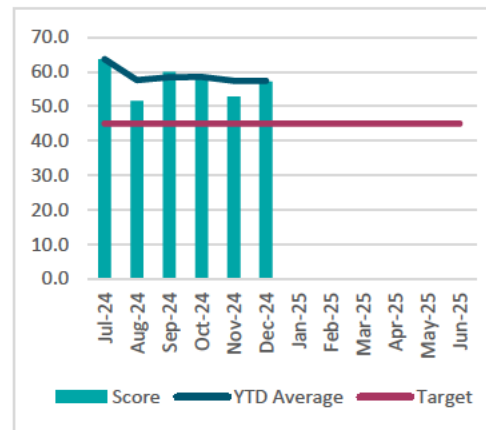
Auckland Stadiums' ticketed attendance is **above target** at 268,000 YTD

### Auckland Zoo: NPS



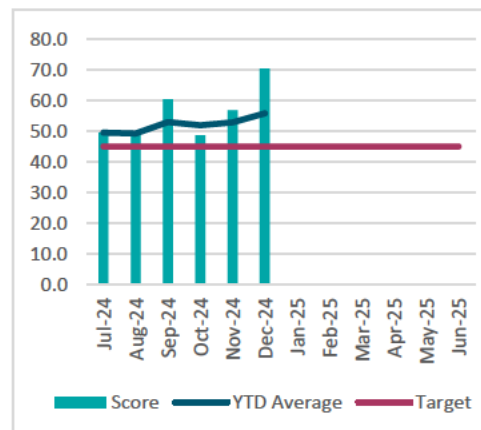
The Zoo's YTD NPS score is tracking **above target** at **71.2**

### Auckland Art Gallery: NPS



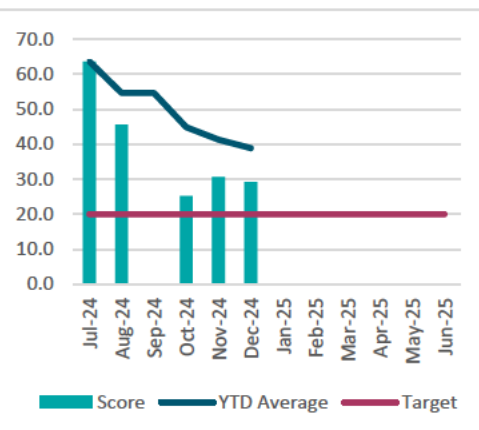
The Gallery's YTD NPS score is tracking **above target** at 57.3

### NZ Maritime Museum: NPS



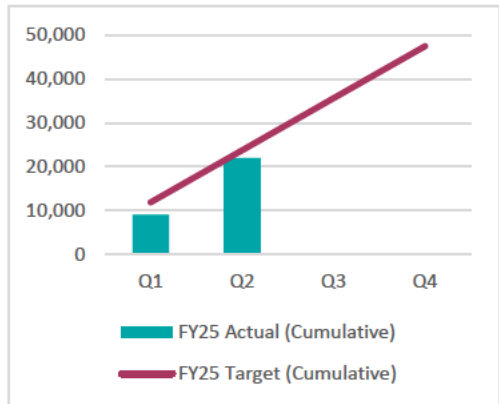
The Museum's YTD NPS score is tracking **above target** at 70.4

### Auckland Stadiums: NPS



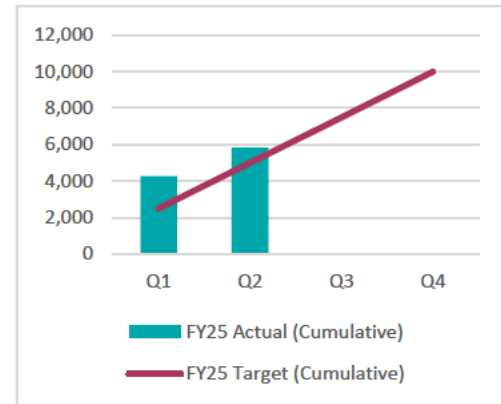
Auckland Stadiums' YTD NPS score is tracking **above target** at 29.2

### Auckland Zoo: No. of children participating in educational experiences (cumulative)



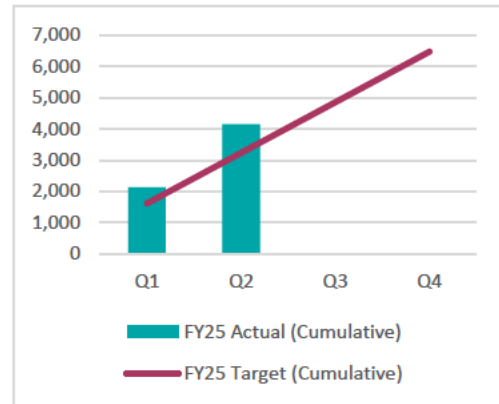
Q2 results for the Zoo were slightly **below target**

### Auckland Art Gallery: No. of children participating in educational experiences (cumulative)



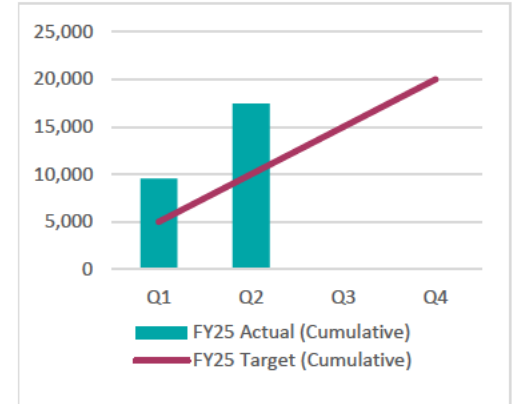
Q2 results for the Gallery are **above target**

### NZ Maritime Museum: No. of children participating in educational experiences (cumulative)



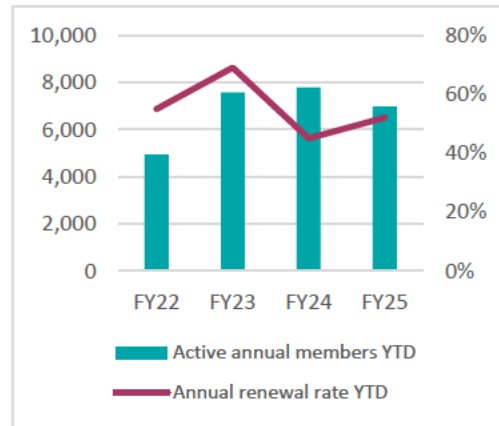
Q2 results for the Museum are **above target**

### Auckland Stadiums: No. of children participating in educational experiences (cumulative)



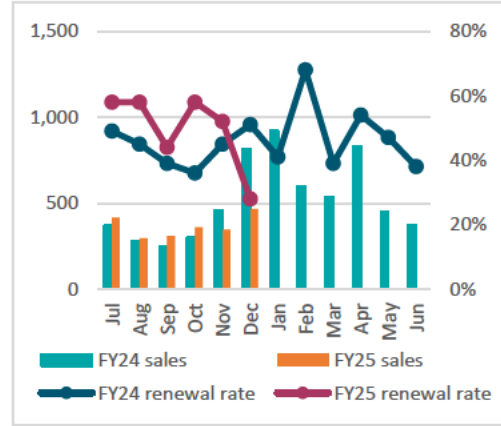
Q2 results for Stadiums are **above target**

### Auckland Art Gallery: annual membership



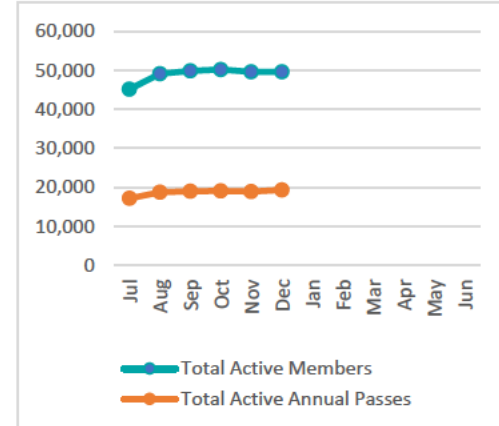
The Gallery's YTD average renewal rate is 50% and there are 6626 active members at month end

### Auckland Art Gallery: monthly membership



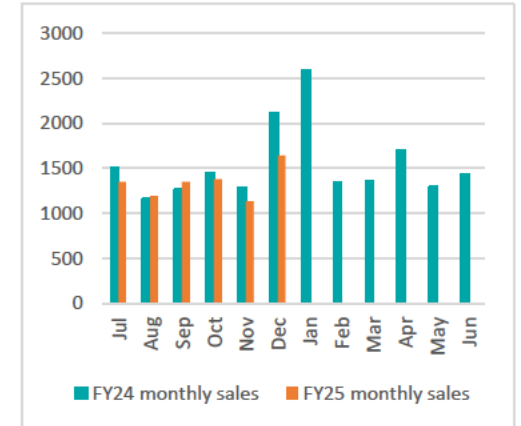
The Gallery's monthly renewal rate was 28% in December and 466 memberships were sold

### Auckland Zoo: annual membership



At the end of December, the Zoo had 19,360 active passes and 49,603 active members

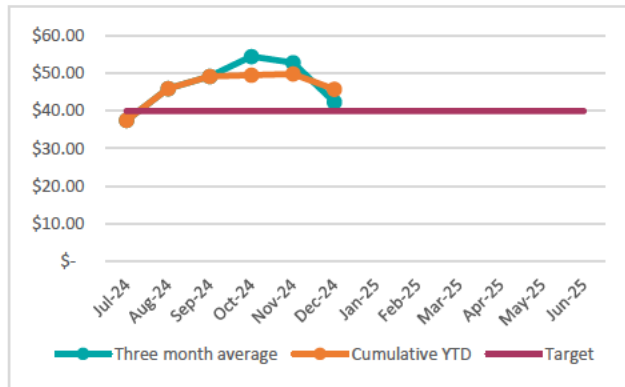
### Auckland Zoo: monthly membership



1645 Zoo memberships were sold in December, fewer than in December last year (2114)

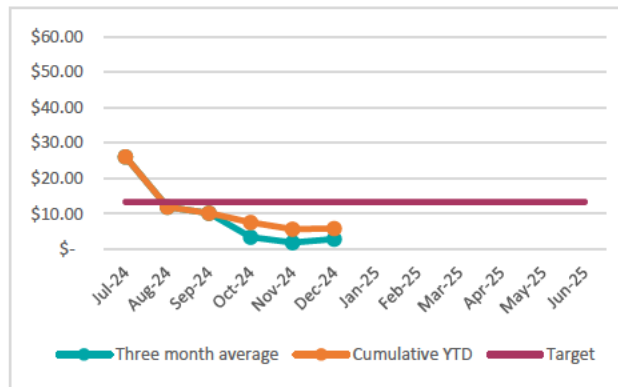
The charts below are a first iteration of monitoring net cost of service per patron across TAU cultural organisations. Net costs include apportioned shared corporate staff and overhead costs. Patrons reflect total attendance at each venue (not ticketed attendance). This measure will continue to be developed and refined over time

### Auckland Art Gallery: Net cost of service per patron



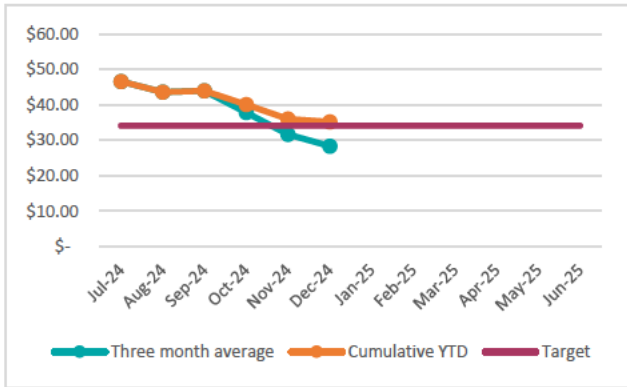
At the end of December, the Gallery's average YTD net cost of service per patron was \$42.70 against an SOI target of \$39.90

### Auckland Live and Conventions: Net cost of service per patron



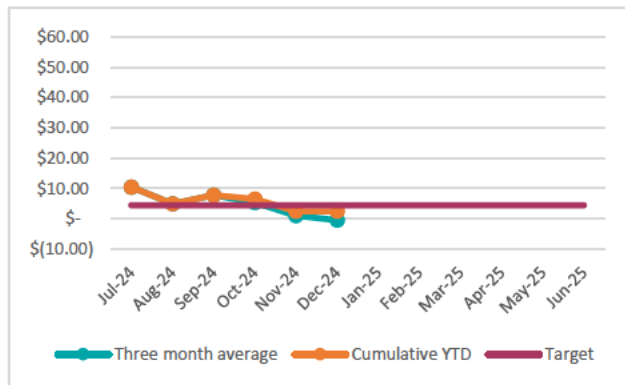
At the end of December, Auckland Live and Convention's average YTD net cost of service per patron was \$2.60 against an SOI target of \$13.30

### NZ Maritime Museum: Net cost of service per patron



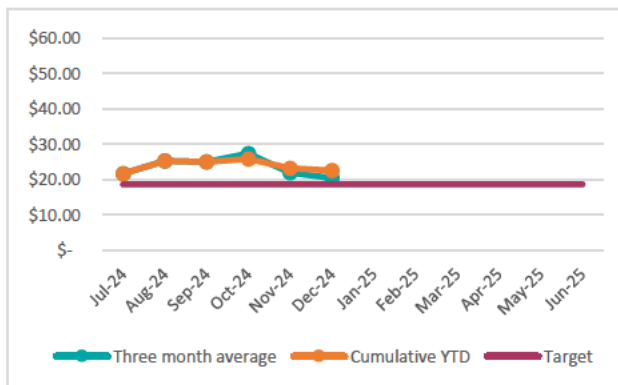
At the end of December, the Museum's average YTD net cost of service per patron was \$28.50 against an SOI target of \$34.10

### Auckland Stadiums: Net cost of service per patron



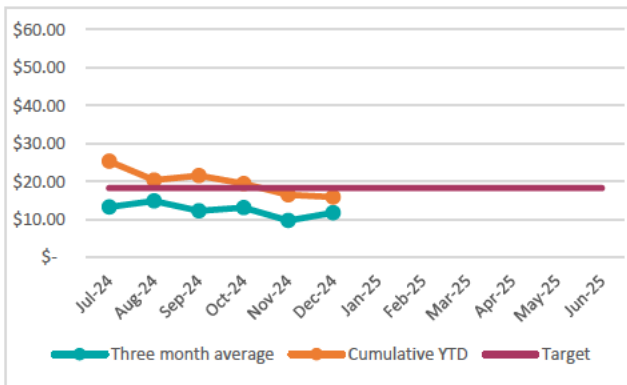
At the end of December, Auckland Stadium's average YTD net cost of service per patron was \$0.80 against an SOI target of \$4.40

### Auckland Zoo: Net cost of service per patron



At the end of December, Auckland Zoo's average YTD net cost of service per patron was \$20.00 against an SOI target of \$18.70

### Total Tātaki Auckland Unlimited: Net cost of service per patron



At the end of December, TAU's net cost of service per patron was \$11.80 against a target of \$18.25

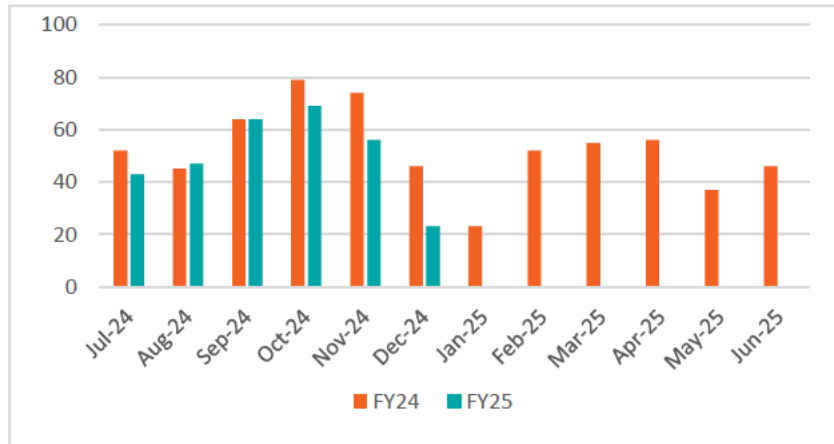


# Auckland's prosperity

Visitor Economy	Economic Transformation & Investment
<ul style="list-style-type: none"> <li>• <b>Destination Partnership Programme (DPP)</b> – No further update</li> <li>• <b>Trade activity:</b> <ul style="list-style-type: none"> <li>○ 70 Inbound tour operators hosted at the Horizon Hotel and Sudima Hotel in partnership with four other RTOs</li> <li>○ Australian sales calls to key accounts in Sydney and Melbourne to introduce new Western Market Business Development Manager</li> </ul> </li> <li>• <b>Tourism famils and media (DPP)</b> <ul style="list-style-type: none"> <li>○ Media – freelancer (sustainable tourism content)</li> <li>○ Filming of digital content on Waiheke Island and city centre for trade partner to promote Auckland through global travel platform</li> </ul> </li> <li>• <b>Treasures of Tāmaki Makaurau Auckland</b> <ul style="list-style-type: none"> <li>○ Marketing campaign starts in mid</li> <li>○ Project contractor interviewed to start in late January to drive applications and project plan next milestones</li> </ul> </li> <li>• <b>Tūpuna Maunga Authority</b> The project to develop the Maunga Tohu concession framework is underway with interviews taking place with trade partners.</li> <li>• <b>Cruise</b> Presentation to the City Centre Advisory Panel on the value of cruise to the Auckland economy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Project Ikuna</b> MBIE has agreed the extension of the contract until 30 June 2025, with a total value of c 2.2m. This will support between 1000 and 1200 workers in upskilling and include MBIE support for a second Pacific Economic Insights Series Event.</li> <li>• <b>SOTC summer series</b> – As part of its ongoing support for the State of the City, TAU has supported the summer series of articles in the NZ Herald which build on the State of the City research across the first two reports.</li> <li>• <b>Auckland Regional Deal Planning</b> – Pam Ford and John Lavery requested to support council wide Regional Deal project, including working alongside Chief Economist Gary Blick. The Auckland Regional Deal submission is due to government in February 2025.</li> </ul>
Screen & Creative	Tech & Innovation
<ul style="list-style-type: none"> <li>• <b>Te Puna Creative Innovation Quarter</b> [REDACTED]</li> <li>• <b>Te Puna Central Hub</b> – initial events delivered in upgraded theatre. Remaining fitout contract was awarded to NZ Strong and building consent received. Other tenant attraction ongoing [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987</li> <li>• <b>Te Puna Central Hub Māori Outcomes</b> (council) funded Māori range of programmes under development including the creative skills academy programme contract being signed, and business growth programmes being negotiated. Programmes set to start in 2025 with a range of providers (see more in MO section)</li> <li>• The Amazon MGM Studios' <b>The Wrecking Crew</b> shoot wrapped, the largest urban shoot in Auckland ever which meant significant facilitation support.</li> <li>• <b>Sites and Places of Significance to Mana Whenua</b> update in Māori Outcomes section</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement on <b>council Regional Deal planning</b>, preparing the <b>Innovation, Science and Technology proposition</b>; significant planning for Māori Outcomes work with Ngahere, and The Reserve</li> <li>• <b>Startup Aotearoa programme</b> (funded by Callaghan Innovation) continues to support entrepreneurship in <b>December with 43 x founders engaged</b> with GridAKL Advisors. NPS score of 90 overall.</li> <li>• <b>Aerospace Auckland: Industry-focussed roundtable in partnership with JAXA (Japanese Aerospace)</b> at Outset Ventures. High quality of aerospace start-ups and stakeholders engaged with the Japanese delegation. <b>Planning underway to merge Aerospace Auckland with Aerospace New Zealand (Canterbury)</b>. December networking event with 50 industry participants.</li> <li>• <b>Medtech industry-focussed roundtable</b> in partnership with University of Auckland Technology Investment Network. C-suite executives from <b>Douglas Pharmaceuticals, Orion Healthcare, Fisher &amp; Paykel Healthcare, Alimetry, Formus Labs, Kitea Health</b> discussing opportunities to grow the sector in 2025.</li> <li>• <b>GridAKL Innovation Network</b> continues to grow with 133 companies/870 individuals at GridAKL, 17 companies/52 individuals at Click Studios, five companies/30 individuals at GridMKNK, four companies/nine individuals at Reserve, Glen Innes.</li> </ul>

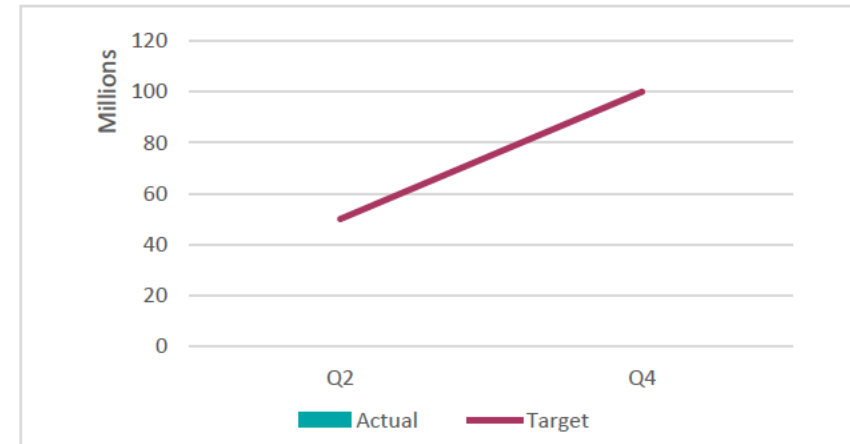
KPI RESULTS

Screen permits processed



The numbers of permits processed in December (23) was down on December 2023 (45)

Attributable value of private sector investment secured



Results reported bi annually

## Auckland's reputation

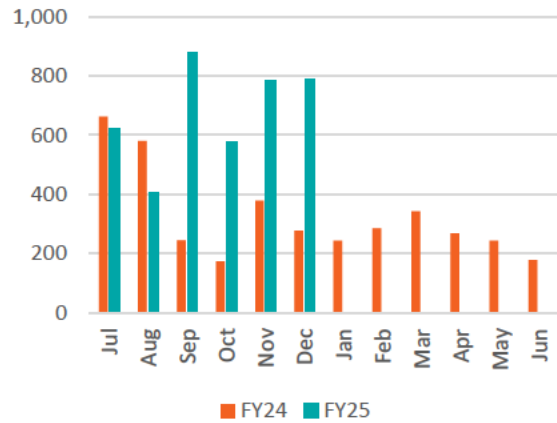
Destination	Events	Cultural Organisations
<ul style="list-style-type: none"> <li>• <b>AU 2Easy partner marketing</b> campaign concluded delivering strong awareness results with more than 28m impressions and reach of 8.5m, 52,000 website visits and more than 000 partner link clicks.</li> <li>• The DPP <b>domestic Summer campaign</b> is live, leveraging event hooks to promote summer experiences alongside AKL places to eat, stay, play</li> </ul> <p><b>International tourism famils and media</b></p> <ul style="list-style-type: none"> <li>• Australian Travel Talk article <a href="#">Trendy Summer Activities in Auckland for Gen Z</a> (imp: 20 covers Auckland's most Instagram worthy and memorable places to hang out reaching a targeted audience of travel loving young Aussies.</li> <li>• Famil support to push Auckland coverage with UK Daily Mail journalist Jo Kessel and US Fodors writer Scott Laird both visiting over the holidays. Coverage due in following months</li> <li>• Targets set for Australian PR and content creators with agency Sling &amp; Stone. Pitching underway for late February famils</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Destination/Major Events</b> TV commercial went into production for use in NZ &amp; international markets</li> <li>• <b>Summer</b> events promotion, incorporating ASB Classic and <b>SailGP</b>, went live across NZ markets via MiNDFOOD, Denizen and Urban List, as well as dynamic digital billboards and successful organic media stories including Kia Ora magazine and Stuff <a href="https://www.stuff.co.nz/travel/360516188/sailing-music-and-manus-best-things-do-auckland-summer">https://www.stuff.co.nz/travel/360516188/sailing-music-and-manus-best-things-do-auckland-summer</a></li> <li>• International TV advertising space was secured for AKL's <b>SailGP</b> with destination B roll supplied.</li> <li>• <b>ASB Tennis</b> delivered strong PR results with TAU-facilitated player excursions across key tourism and hospitality operators creating strong leverage with Auckland showcased to a potential 9m followers on players' social media and primetime 3News story highlighting the positive impact of investing in Major Events to raise Auckland's profile. <a href="https://www.threenow.co.nz/shows/three-news/sunday-29-december-2024/1717556442294/M93980-467">https://www.threenow.co.nz/shows/three-news/sunday-29-december-2024/1717556442294/M93980-467</a></li> <li>• <b>Moana Auckland</b> marcomms moved into next phase with local and domestic activity across 'out of-home , print, digital and social media highlighting key Moana Auckland 2025 events and high number of organic media stories including Six60</li> <li>• Targeted media pitching underway for <b>BNZ Auckland Lantern Festival</b> – to date, confirming RNZ video content, Chinese Herald, Channel 33, event listings Kia Ora magazine, Stuff, Verve magazine, NZ Herald.</li> <li>• <b>ACB</b> Secured four individual media stories in domestic and international media.</li> <li>• <b>Auckland Live:</b> Facilitated interviews for Daniel Clarke for January issue of YourEx, as well as the January AAPPAC arts industry EDM. <a href="https://gayexpress.co.nz/2025/01/daniel-clarkes-vision-for-auckland-as-director-of-performing-arts-at-tataki-auckland-unlimited/">https://gayexpress.co.nz/2025/01/daniel-clarkes-vision-for-auckland-as-director-of-performing-arts-at-tataki-auckland-unlimited/</a></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Auckland Art Gallery</b> had 57 mentions in December with a reach of 6.8m. Highlights included coverage of Eliasson exhibition with features in NZ Herald, Radio NZ, TVNZ Breakfast and 95bfm. Other mentions incl. Mindfood, NZH Canvas, <i>Kia Ora</i> and <i>Sunday</i> ags.</li> <li>• Media release for Michele Whitecliffe art writing prize winner secured <i>Waiheke Gulf News &amp; Big Idea</i> items</li> <li>• Marketing for <b>Olafur Eliasson: Your curious journey</b> by 13 Dec had delivered 2.9m impressions and 122 video views across Meta, TikTok and YouTube. TikTok also delivered a strong CTR with &gt;2300 clicks to site. Meanwhile, Chinese Herald activity drove 461 clicks</li> <li>• <b>Aotearoa Contemporary</b> and <b>The Walters Prize</b> marketing campaign achieved 16.4m impressions, 4.1 reach, and 116,000 views, as well as 14,200 web visits.</li> <li>• Continued promotion of <b>NZMM's Into Ocean &amp; Ice</b>. Secured further media coverage with an editorial in <i>Forest &amp; Bird</i> and <i>Gulf News</i>.</li> <li>• <b>Auckland Zoo's Wellbeing</b> campaign saw 100 per cent YOY growth in page visits to the Wellbeing web page</li> <li>• The Zoo's <b>Christmas Gifting</b> campaign contributed to acquisition of 750+ members and \$31,000 in revenue.</li> <li>• The <b>Zoo</b> achieved 176 stories/mentions incl. white rhinoceros birth and corpse flower blooming - Radio (70), TV (15), Print (17), Online (53), Podcast (11), Magazine (4), and Influencer/Social (6) reaching a potential audience of nearly 10.5m over the month</li> <li>• <b>Auckland Stadiums</b> promoted EVANZ Award win for Go Media Stadium &amp; 500,000 visitors in 2024. Total media reach 168,000 including Newstalk ZB &amp; The Spin Off's <a href="#">the-most-electric-place-in-auckland-this-year-penrose-1061</a></li> <li>• Cumulative organic social media reach over 1.1m from 46,000 followers, driving awareness and ticketing for two Akld FC matches and Black Ferns test announcement</li> <li>• Development of Communications Plan, incl. media release, for upcoming North Harbour Stadium</li> </ul>

	<ul style="list-style-type: none"> <li>• Auckland Live (AL) marketing supported <b>26 Venue Hires</b>, including RNZB, Comedy Festival, and <b>four Auckland Live presented</b> campaigns including: Auckland Live Morning Melodies, Christmas in the Aotea Square, Summer in the Square, and Panti Bliss.</li> <li>• December Auckland Live <b>key stats include:</b> reached <b>400,000 signed up</b> for database, <b>Organic search revenue</b> \$89,461 increase of 46 on November and <b>45% email opening rate</b> current benchmark 35 per cent.</li> <li>• <b>Auckland Conventions</b> website received <b>6047 users</b> <b>102 enquiry form submissions.</b></li> </ul>	<p>Expression of Interest process, in partnership with council and local boards.</p>
<b>Auckland brand and reputation</b>	<b>Economic development</b>	<b>Discover Auckland platform</b>
<ul style="list-style-type: none"> <li>• Major Events' Auckland brand TVC underway. Auckland destination TVC for Sail GP.</li> <li>• <b>Studio highlights:</b> AAG Taane Mete performance shoots and edit, restoration footage capture, Walters/Aotearoa Contemporary report; Te Puna fact sheets collateral, and away day filming; NZMM <i>Into Fire and Ice</i> deliverables, school holiday trail; Moana revised brand guidelines; Christmas in the Square artwork and campaign.</li> </ul> <div data-bbox="152 877 750 1189" style="background-color: black; width: 100%; height: 100%;"></div> <p data-bbox="156 1204 403 1236">S7(2)(f)(i),(h) LGOIMA 1987</p>	<ul style="list-style-type: none"> <li>• <b>Te Puna Creative Innovation Quarter</b> communications and stakeholder engagement plan, copywriting for phase one interim webpages, investment prospectus, key messaging for Henderson Station, key stakeholder communication, eDM copy for Whoa! Studios database re new spaces for hire and scoping for phase two website and eDM. Exterior and roadside signage installed. A partner marketing plan has been presented to a potential tenant. A playbook is in development in the studio, and a cultural competency course, in collaboration with Screen Auckland has reached full capacity.</li> <li>• <b>Screen Auckland</b> end of year wrap eDM and closing dates eDM</li> <li>• <b>Climate Connect Aotearoa:</b> The inaugural impact report was published. Comms for Community Energy Sharing Project. Comms for <b>ClimateWise</b> SME Adaptation platform: website build complete and content loading in progress. Ready to deploy in Jan hard launch Feb.</li> <li>• <b>Tech:</b> Marketing and Communications plan development for <u>GridAKL 10-year anniversary</u> and <u>Auckland Startup Week.</u></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Electronic newsletter (eDM)</b> strategy due for completion mid January</li> <li>• <b>Auckland Pass</b> board update underway</li> <li>• <b>Internal product planning</b> session to share ideas for product development</li> <li>• <b>Quarterly planning</b> session with agency completed to confirm technical development for Q3</li> <li>• Draft <b>Personas</b> completed as part of Customer strategy and ready for review</li> <li>• <b>Content created</b> for Christmas activities and summer event ; including a highlight on the ASB Classic</li> </ul>



## KPI RESULTS

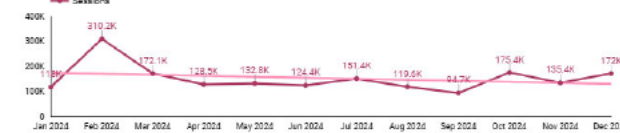
### Media coverage mentioning TAU



TAU continued to experience a high number of media mentions, and while only a **0.5% increase** from November, Dec was the second highest month of 2024. Key stories were Auckland's summer of major events, including SailGP and ASB Classic, analysis of the Governing Body's decision to accept proposed changes to CCO service delivery, and reaction from the Auckland Destination Advisory Group regarding the proposed changes to move TAU's Destination function into council.

### Discover Auckland Platform Performance

**Sessions:** Interaction of individual user with website within a specified time period e.g. a session initiates when a user opens website and no session is currently active



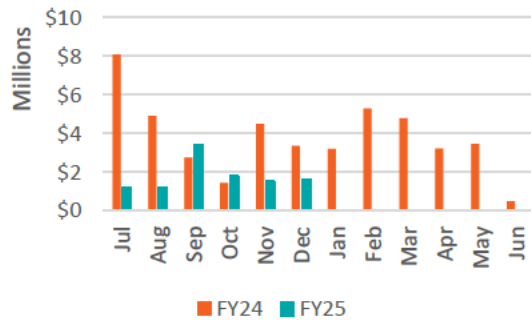
1.8m sessions across the last 12 months with a 34% increase in Dec 24 vs Dec 23 due to swimming beaches, events and Christmas content.

**Conversions:** The number of referrals/links to 3rd party sites, file downloads, form submissions and Login/Sign up to accounts that have occurred over time.



December's top operator referrals were Gravity X, Wētā Workshop Unleashed and SEA LIFE Kelly Tarlton. Top event links were Franklin Road Christmas Lights, 2025 ASB Classic and Lantern Festival tickets.

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



The **8% increase** in EAV aligns with the higher number of media mentions and audience reach – and is the third highest value since the change in media provider. Interestingly a high number of print stories contributed to this increased value with NZME/NZ Herald the top source, covering State of the City report, CCO review and outcomes, and a strong event focus for holiday reading. Special mention re the Spinoff story *How Mt Smart turned into the most electrifying Auckland destination of 2024*.

**Note:** The new media service (from July 2024) rates equivalent advertising value (EAV) differently to the previous provider and therefore results are not directly comparable with last year.

### Top Cities – 1 December – 31 December 2024

City	Country	Total users	Total Users as %	Sessions	Sessions as %
1. Auckland	New Zealand	72,450	55%	90,326	54%
2. Sydney	Australia	10,807	8%	12,086	7%
3. Christchurch	New Zealand	10,559	8%	11,716	7%
4. Melbourne	Australia	8,145	6%	9,075	5%
5. Wellington	New Zealand	6,912	5%	7,388	4%
6. Brisbane	Australia	3,817	3%	4,301	3%
7. Hamilton	New Zealand	2,039	2%	2,309	1%
8. Tauranga	New Zealand	866	1%	964	1%
9. Adelaide	Australia	829	1%	919	1%
10. Perth	Australia	670	1%	766	0%

Auckland users increased in December to 55% from 48% in November. In December, five Australian cities appearing in the top 10 vs three in November.

## Climate change and environmental sustainability

Climate Change and Sustainability (General Update)	Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)
<ul style="list-style-type: none"> <li>• <b>Cross cutting:</b> The climate risk work for Te Puna Creative Innovation Quarter has commenced. A Climate Change and Sustainable Development Framework has been drafted to align with Auckland's plans and strategies, with further work required to ensure alignment with the direction and requirements set by Te Kawerau ā Maki.</li> <li>• <b>TAU events:</b> A council led GHG emissions activation is confirmed for Auckland Lantern Festival 2024. The activation will be run by the Chinese Conservation Education Trust and includes a Mandarin-speaking Home Energy Auditor.</li> <li>• <b>Presentations:</b> A 'Climate 101' presentation was delivered to Aktive staff and TAU Director Jennah Wootten.</li> </ul> <p><i>See the bi-monthly dashboard for progress updates on TAU's Climate Change and Environment Strategic Plan – due January 2025.</i></p>	<p><b>Action E2: Climate Connect Aotearoa (CCA)</b></p> <ul style="list-style-type: none"> <li>• <b>Māori outcomes:</b> Foundation North has committed \$15 to co fund He Kete Mātauranga Hui 2025. The evaluation component of the LTP workstream of Te Puna has commenced, with work on the cultural confidence programme and business accelerator ongoing.</li> <li>• <b>Road freight:</b> A government, council and industry workshop for road freight decarbonisation is confirmed for mid . This will be co hosted by CCA and the Energy Efficiency &amp; Conservation Authority.</li> <li>• <b>Energy sharing:</b> Ara Ake has funded additional resource to support Counties Energy with the regulatory exemption application and the first draft is complete. Update meeting with community organisations who will be benefitting from energy shared.</li> <li>• <b>ClimateWise:</b> The ClimateWise platform build is complete, and content loading is in progress. The filming of two case studies is complete and the third is being drafted. Planning for marketing and the launch event continues.</li> <li>• <b>General:</b> The inaugural CCA impact report was published. The implications of the CCO review are likely to impact revenue from comments by existing potential funders. Budget is being re scoped accordingly for FY24/25</li> </ul>

## Māori outcomes

Kia ora te Umanga   Māori Business, Tourism and Employment	Kia ora te Ahurea   Māori Identity and Culture
<p><b>MOF Māori Economic Innovation Hubs</b></p> <ul style="list-style-type: none"> <li>• LTP Māori Outcomes Funding of \$1.8m across three years was secured to deliver training, innovation and business growth pathways for Māori – primarily focussed on creative tech industries.</li> <li>• TAU is partnering Te Kawerau ā Maki on development of the hub. The funding for this hub will support development and delivery of two main programmes – Creative Academy and Business Growth.</li> <li>• TAU will this month sign an agreement with Crescendo Trust for delivery of a three year programme as part of the Creative Academy, which leverages and extends Crescendo's existing programmes of pathways for rangatahi in creative industries.</li> <li>• TAU has signed an agreement with Te Pou Theatre on extension of an existing successful theatre technician programme. Also working with Ama Digital Studios/Kurawaka Animation on possible design and delivery of an animation programme. Creative Academy programme delivery will commence in 2025. A Screen Industry Cultural Confidence pilot programme has been designed with Te</li> </ul>	

Kawerau ā Maki, and the first day long workshop for location managers and producers will be delivered in February 2025. The need for the programme was identified during the Sites and Places of Significance for Mana Whenua programme of work.

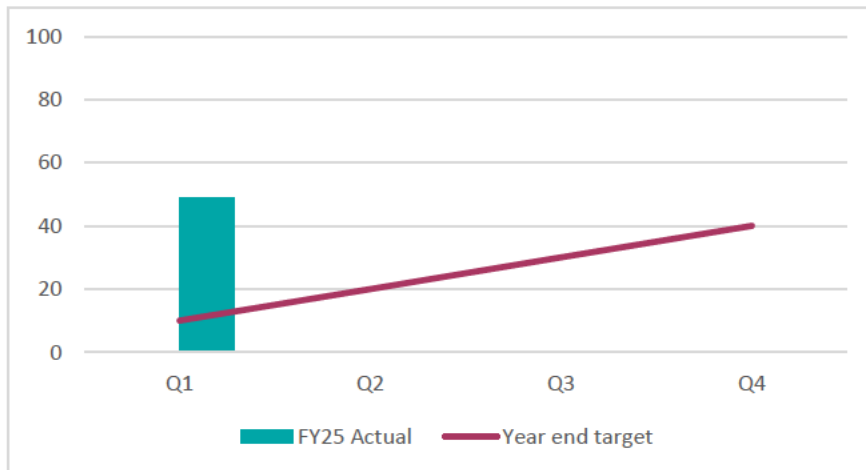
- Work is underway with a consortium of Māori service providers on development of a business growth programme to be delivered in 2025 27. The MOF investment in hubs included funding to develop and deliver a kaupapa Māori evaluation framework for the hubs that appropriately measures value and impact.
- TAU has engaged a consortium to develop the framework including specialists from: LLE Research, Tuakana Teina Tōtika, Dovetail Consulting, and ThinkPlace Work commenced in December with the framework due in Q3 2025. The MOF Funding Agreement with council (Ngā Mātārae, the MOF portfolio holder) includes requirement for a quarterly report on delivery of the hubs investment that covers progress, budget, risk management. The next report is due this month. A budget forecast to end of FY25 was sent to Ngā Mātārae in November.

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

Māori Outcomes survey: In December, Kaupapa Māori research agency Tū Ohu Collective was commissioned to survey selected external Māori partners and internal staff that the Māori Outcomes team work with most closely on Māori Outcomes initiatives. The survey options include in depth interviews with key people as well as a quick online survey. The goal is to determine how those worked with most closely think TAU is doing and provide insights into how and where Māori Outcomes can improve interactions and outcomes for Māori across all TAU activities. Results from the survey will be available at the end of February.

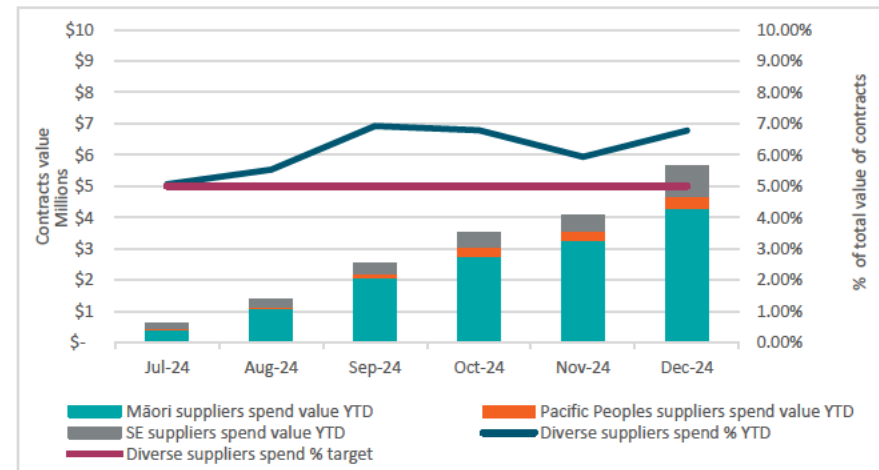
## KPI RESULTS

### Number of programmes, events and initiatives contributing to the visibility and presence of Māori in Tāmaki Makaurau



Q1 Results are **above** target

### Percentage of goods and services spend on diverse suppliers (Māori suppliers, Pacific Peoples suppliers, Social Enterprise Suppliers)

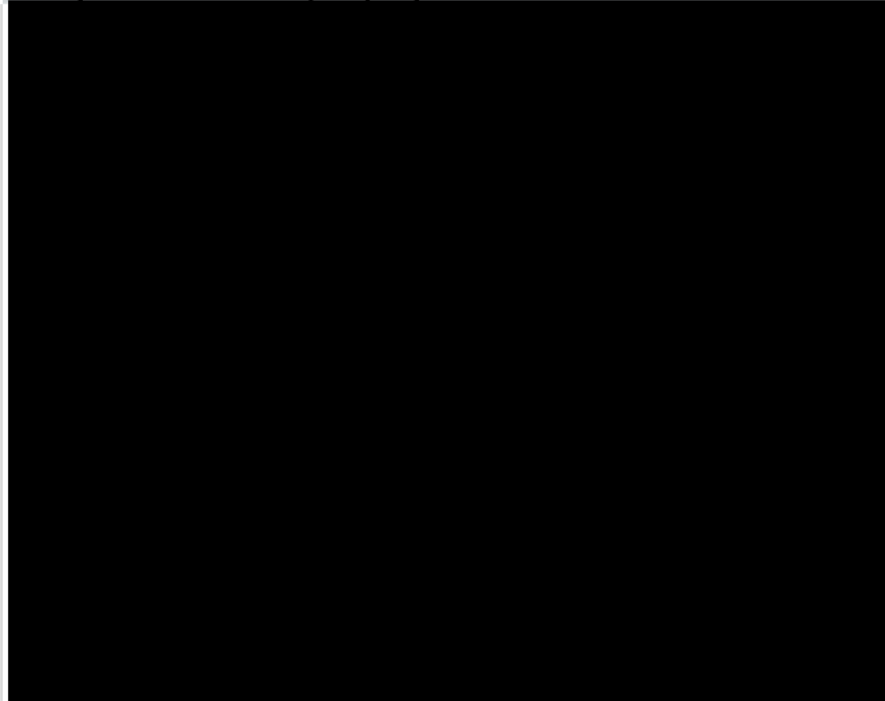


TAU's diverse suppliers spend % is **on track** at 6.78% against 5% target.

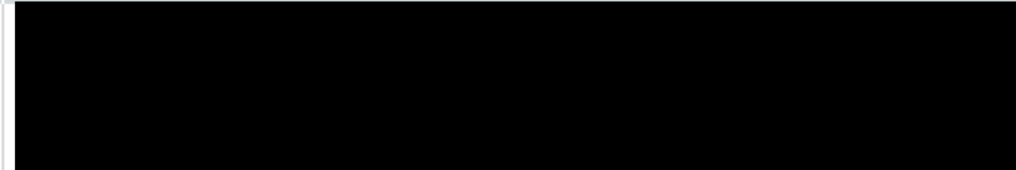
Māori and Pacific Peoples suppliers are defined as organisations which have at least 50% Māori or Pacific Peoples ownership (100% ownership if sole-proprietorship/trader). Social enterprises are purpose-driven businesses that trade to deliver positive social, cultural, economic and environmental outcomes.

## Enabling activity

### Group Shared Services (GSS) Implementation

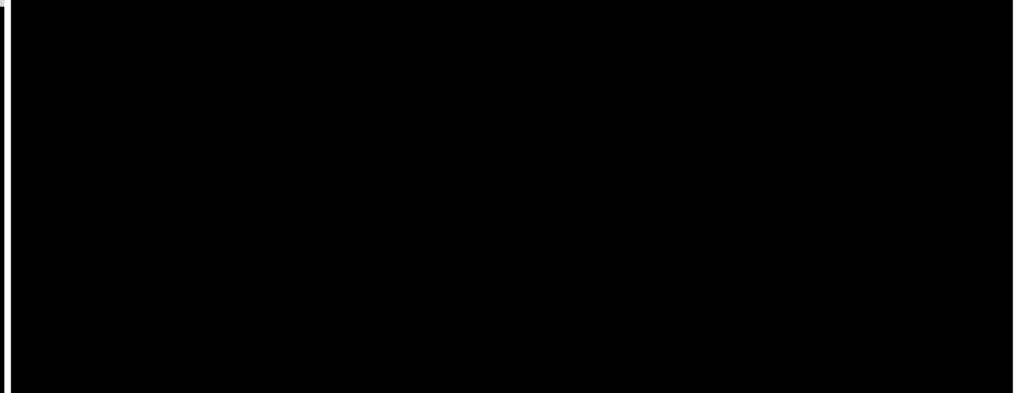
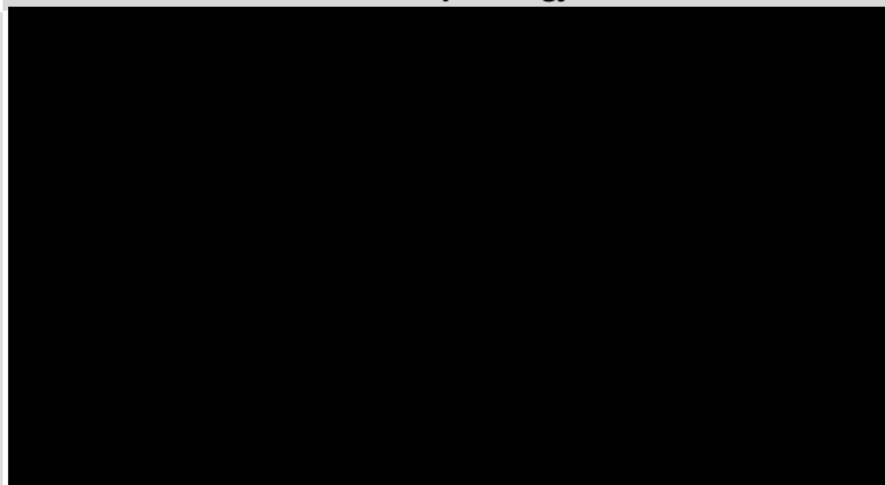


### ICT Enhancement



- **AI** several AI and innovation streams are being bedded into the roadmaps across TAU's technical ecosystem.
- **Data Governance and Culture** communications plan will be launched at ELT in , to increase the awareness of the importance of data across the organisation and explain the 'why' for data quality and integrity Work continues to automate both the reporting of visitation data (Dexibit roject) a critical KPI, but which currently sits across several siloed systems, manually overlaid with complex business logic , and a calendar of events (City Wide Calendar) which is manually created many times over across the organisation.
- **CRM** projects to focus on two key BAU streams of work, supporting the launch of new membership product at the Zoo in April, and new membership pricing and products at the Gallery, alongside the project to transition the whole enterprise to Salesforce In addition work will start to focus on the AI capabilities within the Salesforce suite of products, as well as bringing together data from multiple sources to create a Single View of the Customer within Data Cloud
- **CCA Climate Wise** education micro site is ready to be launched in line with the anniversary of the Auckland Flooding event.
- Refer to CE sub reports in Resource Centre for Customer Strategy/CRM/eDM benefits dashboard and Cybersecurity dashboard

### Commercial Revenue & Partnership Strategy

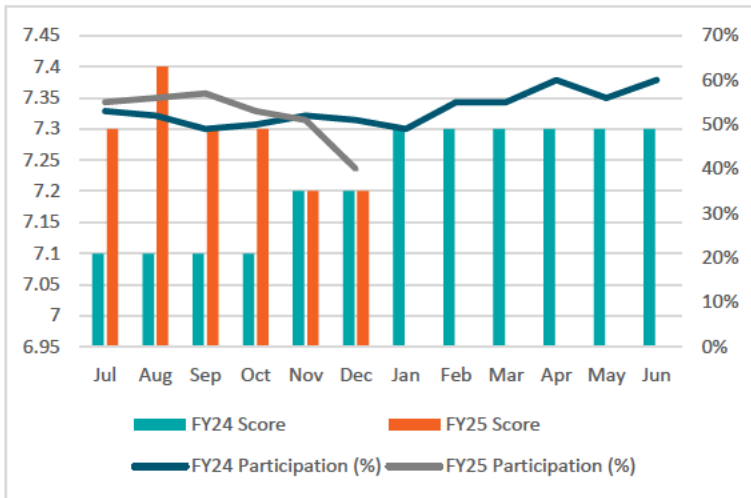


S6(c) S7(2)(f)(i),(h) LGOIMA 1987

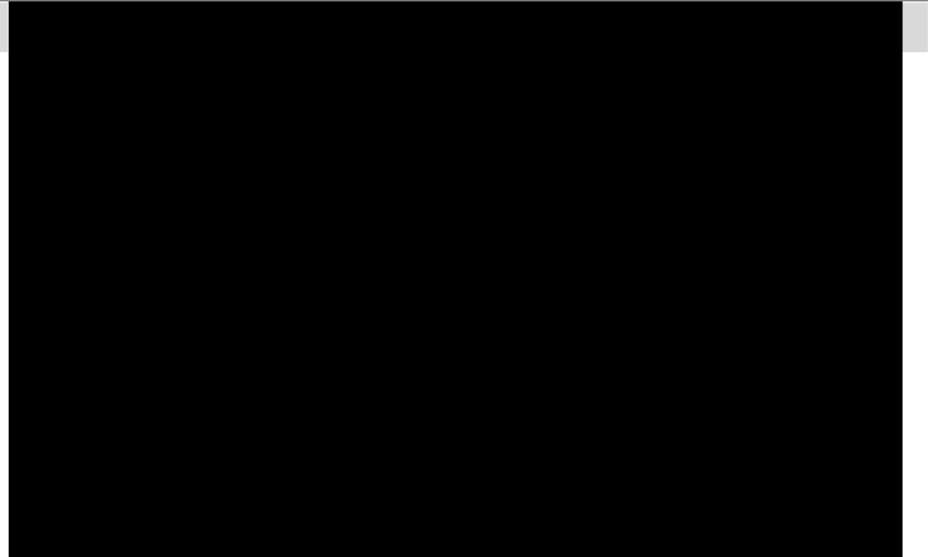


**KPI RESULTS**

**OfficeVibe engagement score and participation**

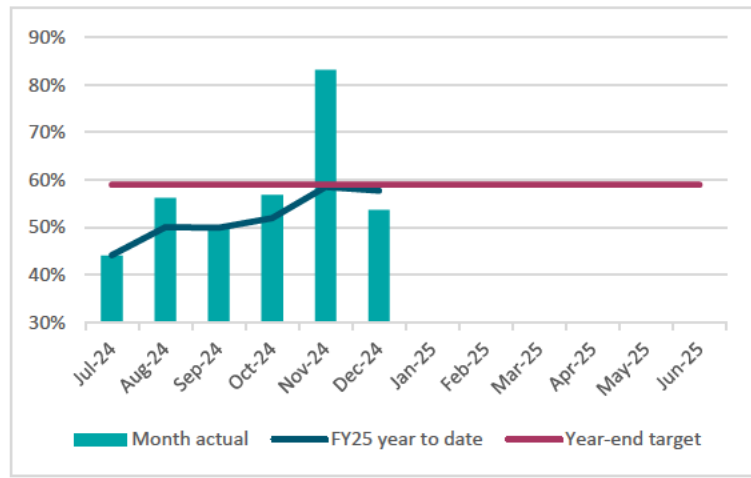


Participation decreased this month to 40% while the engagement score has remained steady at 7.2.



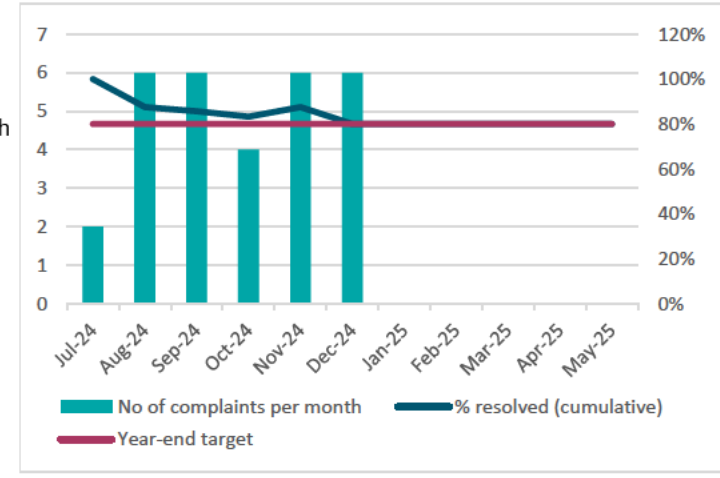
S6(c) S7(2)(f)(i),(h) LGOIMA 1987

**% expenses through non-rates revenue**



At 8%, the year to date percentage of expenses funded through non rates revenue was **below target** at the end of December

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



80% of complaints had been resolved within 10 working days YTD. **On target.**

## Schedule of Appendices

- |  |                            |
|--|----------------------------|
| 1. TAU Cybersecurity Dashboard                           | (Monthly)                  |
| 2. GSS Cyber Dashboard                                   | (Monthly)                  |
| 3. TAU calendar  | (Monthly)                  |
| 4. Major Events project status                           | (Monthly)                  |
| 5. Climate Change & Environment Strategic Plan Dashboard | (Bi-monthly – due January) |

## CE sub-reports in Resource Centre

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

