

Board Meeting Agenda (open)



8.00 a.m. Wednesday 31 January 2024

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

Item	Subject	Action	Trust/Co.	Start Time	Duration
CONFIDENTIAL MEETING OPEN					
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	8.00 a.m.	30 mins
2	Confidential Minutes 29 November 2023 and 11 December 2023 ¹ , 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"> Māori Engagement Committee (1 Dec 2023), Hinu Te Hau 	To Discuss	T & C		
CE CONFIDENTIAL UPDATE					
4	CE Confidential Update ² , Nick Hill <ul style="list-style-type: none"> 1 Long Term Plan and Letter of Expectation 2 Stadiums 3 Executive Recruitment Update 	To Discuss	T & C	8.30 a.m.	1 hour 30 mins
5	Health and Safety ³ , Lynn Johnson and Priyanka Victor <ul style="list-style-type: none"> 1 Health and Safety Report 2 Policy Update 	To Note To Approve	T & C	10.00 a.m.	15 mins
6	Cultural Organisations Integration Update ⁴ , Nick Hill	To Note	C	10.15 a.m.	30 mins
BREAK				10.45 a.m.	15 mins
CONFIDENTIAL MEETING CLOSED AND PUBLIC MEETING OPEN					
PROCEDURAL					
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 29 November 2023, Vicki Salmon	To Approve	T & C		
FIFA WOMEN'S WORLD CUP 2023					
9	FIFA Women's World Cup 2023 Close-Out Report, Richard Clarke, Virginia Terpstra and Santha Brown	To Note	C	11.05 a.m.	25 mins

¹ S7(2)(f)(i),(h),(i) LGOIMA 1987

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

³ S7(2)(a),(d),(f)(i) LGOIMA 1987

⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda (open)

Item	Subject	Action	Trust/Co.	Start Time	Duration
CE REPORT AND PERFORMANCE REPORTS					
10	CE Report, Nick Hill 1. Financial Performance Report ⁵ 2. Current Operational Risks (RC) 3. Capital Projects Report (RC) 4. ICT Infrastructure Report (RC)	To Note	T & C	11.30 a.m.	30 mins
PUBLIC MEETING CLOSED AND CONFIDENTIAL MEETING OPEN					
LUNCH				12.00 p.m.	30 mins
APPROVAL PAPERS					
11	Financial Reporting for ½ Year Ended 31 December 2023 ⁵ , Justine White	To Approve	T & C	12.30 p.m.	1 hour 15 mins
12	Auckland Art Gallery Exhibition Business Case ⁶ , Kirsten Lacy	To Approve	T		
13	Major Events ⁶ , Richard Clarke and Chris Simpson 1. Elemental Festival 2. Future Event Proposition	To Approve	C		
14	Q1 Risk Report to Council ⁷ , Justine White	To Approve	T & C		
15	Māori Engagement Committee Charter and Approval of Committee Chair ⁷ , Tim Kingsley-Smith	To Approve	T & C		
NOTING PAPERS					
16	Customer Strategy / CRM Cost Benefit Approach ⁶ , Shelley Watson	To Note	T & C	1.45 p.m.	30 mins
17	The Cloud ⁶ , Queens Wharf Update, Nick Hill	To Note	T		
	Close of Meeting			2.15 p.m.	

⁵ S7(2)(f)(i) and financial information withheld due to NZX listing rules

⁶ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁷ S7(2)(f)(i),(h) LGOIMA 1987

Board Meeting Agenda (open)



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

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

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

BOARD MEETING (open)

HELD ON: Wednesday 29 November 2023 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	
Hinu Te Hau	
Desley Simpson	Deputy Mayor and Lead Councillor (Teams)
Jenny Solomon	Board Intern
Sarah Johnstone-Smith	CCO Governance Auckland Council

APOLOGIES: None

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, 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
Malcolm Lawry	GM Commercial and Business Development
James Robinson	Head of Strategy and Planning
Tim Kingsley-Smith	Company Secretary & Legal Counsel

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

1. AGENDA AND APOLOGIES

The Chair opened the meeting and a karakia was recited. The Chair noted the meeting would be Jenny Solomon's last Tātaki Auckland Unlimited (TAU) board meeting and thanked Jenny for her time working with the organisation over the past two years.

There were no apologies.

2. CONFIDENTIAL 25 OCTOBER MINUTES AND ACTION TRACKER

Subject to two amendments (change word "activating" to "promoting" Item 3 p.2 and adding more context at Item 4 p.3) the Board **approved** the 25 October 2023 confidential minutes as an accurate record of the meeting and **noted** the Action Tracker.

3. BOARD AGENDA DISCUSSION AND COMMITTEE VERBAL UPDATES

The Chair led a discussion on the agenda and the format of TAU Board meetings.

- The Board and Management discussed ways to improve the board packs and the board meeting format including a greater focus on key matters, less focus on presentations, and more emphasis on avoiding content repetition.

- The Board and Management agreed to discuss TAU's overarching marketing plan offline after the Board meeting. (**ACTION POINT**)
- The Chair noted that the majority of the Auckland Art Gallery Advisory Committee members have now completed their first three-year term. The Board agreed that the terms of the members will 'roll-over' on a periodic basis until early next year when the Board will formally consider renewing terms for members. Prior to this, the Chair and Management will work together to phase the proposed end of the terms of current members to ensure the Committee has continuity of membership.
- The Board discussed the Board Remuneration Committee and agreed to change the members of the committee. As has been TAU's practise, the TAU Board Chair will automatically become the chair of the committee.

The Board **approved** the appointment of Vicki Salmon and Jennah Wootten as the two members of the Remuneration Committee and agreed to schedule a committee meeting date in January 2024 [meeting scheduled for 17 January 2024].

Risk and Finance Committee Update

- The Chair of the Risk and Finance Committee updated the Board on the recent committee meeting. The committee took an informative 'deep-dive' into the Auckland Live business. The committee considered the Q1 risk report and the risk committee charter (Item 10 below).
- The Chair of the committee updated the Board on recent discussions with Audit New Zealand and the Deputy Auditor General. [REDACTED]
[REDACTED]
[REDACTED] Audit New Zealand's audit management letter has been received and is in the Diligent Resource Centre. 57(2)(f)(i) LGOIMA 1987

Capital Projects Committee Update

- The Chair of the Capital Projects Committee updated the Board on the recent committee meeting. The Committee received a presentation on the New Zealand Maritime Museum (NZMM) and considered several capital project business cases. While the committee recommended the Board approve the Aotea Centre combined artist rooms refresh project (Item 8 below), it requested that Management further refine the Auckland Zoo aviary business case before it comes back to the committee early next year.
- The Board noted that it would be good to see the NZMM presentation at the board strategy day in February.

The Board **noted** the updates.

4. CE CONFIDENTIAL UPDATE

Nick Hill provided a confidential update.

Single Operator Stadiums Auckland Project

- Management updated the Board on the Single Operator Stadiums Auckland (**SOSA**) project. The project remains on hold while the Auckland Council Stadium Working Group considers various pitches for Auckland's future major stadium. The Board noted that via its Statement of Intent, TAU is committed to producing a plan for the SOSA project by 30 June 2024. This target will become more difficult to achieve the longer the SOSA project remains on hold.
- The Board noted that TAU continues to be supportive and respectful of Auckland Cricket's stated preference to move its operations to Colin Maiden Park and has incorporated Auckland Cricket's preferences into its planning.



- The Board requested that Management provide an update on the Western Springs Stadium remediation programme early next year. **(ACTION POINT)**

Group Shared Services

- The Board and Management discussed the Group Shared Services project with council. The Board noted that the underlying principle of the project is that consolidating functions across the council group will create efficiencies and savings, but there are ongoing risks [REDACTED]

[REDACTED]

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

- The Board noted that it continues to support the project and notes the progress made on consolidating TAU's ICT function into council, [REDACTED]

[REDACTED]

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

Project Whanake

- Management updated the Board on Project Whanake. No formal personal grievances were raised as part of the restructure process and an updated organisation chart will be available in the next week or so. However, updated organisation demographics will take some time to analyse as there is no quick way to collate this information in existing systems.

- The Board acknowledged the CE and leadership team for their handling of a difficult process and noted that the process has finished with numbers close to the original target estimates. The process has resulted in an ongoing cut to costs (salaries, leave, training, Kiwisaver and ACC) of approximately \$16.8m a year.

- Management noted that the bulk of the organisational restructure has now been completed [REDACTED]

[REDACTED]

[REDACTED] Management updated the Board on the progress of recruiting the last two executive leadership team members.

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

New Government Stakeholders

- The Board noted that the new Government has now been formed and TAU should be proactively forming relationships with all Auckland based politicians, especially as council is advocating for an 'Auckland Deal' arrangement. [REDACTED]

[REDACTED]

Pam Ford, Lynn Johnson, Mandy Kennedy and Malcolm Lawry joined the meeting.

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

ICT Infrastructure Project

- Management updated the Board on the ICT Infrastructure Project. [REDACTED]

[REDACTED]

council recently agreed to put in place '24/7' ICT support for TAU which is necessary to support TAU's activities.

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

- The Board noted that TAU remains committed to the ICT Infrastructure Project [REDACTED]

[REDACTED]

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

Deputy Mayor Simpson (teams) and Sarah Johnstone-Smith joined the meeting. Mandy Kennedy left the meeting.

North Harbour Stadium

- Management provided an update on North Harbour Stadium (**NHS**). TAU has recently met with the Auckland Council Budget Committee and local stakeholder groups to discuss future options for NHS and the potential to change the nature of the main stadium by reducing its capacity.
- The Board noted that given the original community involvement in the planning and development of NHS, there are understandably a lot of sensitivities. TAU is keen to see the best use of NHS for the local community and to explore all options to redevelop the NHS precinct to achieve this. Any redevelopment of NHS will need to be supported by the NHS tenants, mana whenua, the local board and the key stakeholders – and must provide objectively better outcomes for the local community.
- Management agreed to continue to work on the future options for NHS and to develop a short presentation that establishes the high-level issues, a question-and-answer sheet, and a communications and engagement plan. (**ACTION POINT**)

General

- The Board **approved** Alastair Carruthers and Jen Rolfe signing two Westpac banking documents to close bank accounts on behalf of TAU.

- [REDACTED]

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

The Board **noted** the update.

The Chair closed the Confidential Meeting and opened the public meeting. Malcolm Lawry left the meeting and the Executive Team joined the meeting.

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

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

6. PUBLIC MINUTES 25 OCTOBER 2023

Subject to the amendments made at Item 2, the Board **approved** the 25 October 2023 open minutes as an accurate record of the meeting.

7. CE REPORT

Nick Hill spoke to the paper.

- Management noted that attendance and revenues at TAU's venues were strong over the last month. While the trend is expected to continue, there is more risk on TAU's revenue side in the second half of the financial year.

Sail GP

- Management updated the Board on Sail GP's recent decision not to go ahead with the Sail GP event in Auckland early next year. Unfortunately, Sail GP chose not to proceed with the event

as its stadium-like racing vision for the event could not be realised with the key Wynyard Point land not being available for the main crowd due to ongoing contamination remediation.

- The Board thanked Management for its efforts and affirmed that TAU and Sail GP remain committed to holding future Sail GP events in Auckland.

Aotea Precinct Altercations and Unacceptable Behaviour

- The Board and Management discussed the increase in physical altercations and unacceptable behaviour around the Aotea Precinct (p.2 of report). Management noted that there appears to be an increase in general undesirable behaviour incidents, but there have also been some incidents specifically associated with Gaza-related protests. The Board noted that the TAU DPP Advisory Group did a 'deep dive' on safety in the city at its recent meeting and it is clear that a large number of agencies and stakeholder groups are working together to improve the current environment.
- Management noted that TAU has taken steps to support the security team and is increasing resources. TAU will continue to take an active role with the broader group of agencies and stakeholders that is working on longer term solutions.

General

- Management noted that TAU is working on a basic statement of TAU's position regarding geopolitical matters that emphasises that TAU must always be politically neutral. This is in keeping with council's Our Charter and is the same position across the council group. Management agreed to finalise the draft and share it with the Board for feedback. (**ACTION POINT**)
- The Board requested that Management provide more information to the Board offline on the *The Music Man* event (p.2 of the report). (**ACTION POINT**)

The Board **noted** the CE Report.

The Chair closed the public meeting and opened the confidential meeting. Deputy Mayor Simpson, Sarah Johnstone-Smith and the Executive Team left the meeting.

8. AOTEA CENTRE COMBINED ARTIST ROOM REFRESH

The Board:

1. **Approved** the Aotea Centre Combined Artist Room Refresh project with a total investment of [REDACTED]; and
2. **Delegated** the authority to enter into project contracts to the CE.

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

9. MAJOR EVENTS RESTRICTED RESERVE POLICY

The Board **approved** the Major Events Restricted Reserve policy.

10. RISK AND FINANCE COMMITTEE CHARTER

Justine White spoke to the paper.

- Management noted that the Risk and Finance Committee charter has been updated by increasing the focus on the committee's financial risk oversight and monitoring role, removal of health and safety points under people risk, updating the committee name and organisation references, logos etc.
- The Board noted that health and safety governance and oversight has been elevated to the Board with the recurring health and safety report on the monthly board meeting agenda. The Board and Management discussed two minor amendments to the charter.



Subject to the minor amendments discussed being made to the charter, the Board **approved** the draft Risk and Finance Committee charter.

James Parkinson joined the meeting.

11. STADIUM LICENCE

Nick Hill and James Parkinson spoke to the paper.

- Management updated the Board on negotiations with the owners of the new expansion A-League football team [REDACTED]. TAU and the team owners are looking to form a close mutually beneficial relationship, [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- The Board thanked Management and endorsed the draft terms agreed to date [REDACTED]
[REDACTED]. It is exciting to have a new sporting franchise with committed owners setting up in Tāmaki Makaurau.

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

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

The Board **noted** the update.

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

12. HEALTH AND SAFETY REPORT

Lynn Johnson spoke to the paper.

- The Board thanked Management for adding event reporting from Hato Hone St John to the health and safety report, [REDACTED]
[REDACTED]. Good progress has been made on reviewing and addressing outstanding health and safety audit recommendations. The remaining outstanding items will be addressed by the end of the year.

The Board **noted** the report.

Lynn Johnson left the meeting. Jen Rolfe left the meeting at 2.07 p.m.

13. CAPITAL PROGRAMME STATEMENT OF INTENT KEY PERFORMANCE INDICATORS

The Board **noted** the proposed approach to measuring the new Statement of Intent key performance indicators regarding the achievement of capital programme milestones.

14. BOARD ONLY TIME

There was no other business.

The meeting ended at 2.24 p.m. The next Board meeting is scheduled for 31 January 2024.

Confirmed as a true and correct record of the meeting of 29 November 2023:

Chair

Date

Register of Directors' Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Vicki Salmon	Chair	<ul style="list-style-type: none"> Coopers Creek Vineyard Ltd (Director and Shareholder) Salmon and Partners Ltd (Director and Shareholder) Remuera Gold Club (President) 		<ul style="list-style-type: none"> Prior to Vicki Salmon's appointment as Chair of Tātaki Auckland Unlimited, Vicki was a member of the Eden Park Trust Board (EPTB). Vicki resigned as a member of the EPTB on 27 March 2023 and no longer has any interest in EPTB or the Eden Park organisation.
Jannah Wootten	Deputy Chair	<ul style="list-style-type: none"> Perpetual Guardian Holdings Limited (Director) Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Aktive – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Television New Zealand Ltd (Chair) NZ Film Commission (Chair) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 		<ul style="list-style-type: none"> The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Tātaki Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Microgem International Plc (Shareholder) The Asia New Zealand Foundation Te Whītau Tūhono (Trustee) 		<ul style="list-style-type: none"> Asia New Zealand Foundation provided sponsorship for Auckland Culture Festivals Asia New Zealand Foundation provided sponsorship for Guo Pei Exhibition at the Auckland Art Gallery.

Hinurewa Te Hau (Hinū)	Non-Executive Director	<ul style="list-style-type: none"> • Matariki Cultural Foundation (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Trustee) • Hawaiki TŪ Foundation (Trustee) • TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> • Director Creative Industries/Services Vocational Learning Creative Northland • Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally • Candidate for the National Party for the seat of Tāmaki Makaurau at the October 2023 election 	
Jen Rolfe	Non-Executive Director	<ul style="list-style-type: none"> • Rainger & Rolfe (Director) • Barbara Andrew Family Trust (Trustee) • Thomas Family Trust (Trustee) • Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> • New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> • Prior to Jen Rolfe's appointment to the Tātaki Auckland Unlimited (formerly RFA) Board, Rainger & Rolfe provided some marketing services to RFA. • Rainger & Rolfe is providing marketing services to Watercare. • Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Tātaki Auckland Unlimited consultant).
Graeme Stephens		<ul style="list-style-type: none"> • New Zealand Hotel Holdings (Director) • Kamari Consulting Limited (Director and Shareholder) • SkyCity Entertainment Group (Shareholder) 		
Dan Te Whenua Walker	Non-Executive Director	<ul style="list-style-type: none"> • New Zealand Māori Tourism Society (Deputy Chair) • Whanau Mārama Parenting Limited (Director) • Korowai Hikuroa Consulting Limited (Director and Shareholder) • Ringa Hora – Workforce Development Council (Director) • Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) • Ngati Ruanui Tahua Limited (Shareholder) • Ngati Ruanui Fishing Limited (Shareholder) • Te Topuni Ngarahu General Partner Limited (Shareholder) • Māori Creative Foundation (Trustee) • Meremere Marae Charitable Trust (Trustee) • Stanmore Bay Primary School (Chair) • Innovation Programme for Tourism Recovery (Advisory Panel Member) • Massey University Executive Education (Advisory Board Member) • Digital Advisory Board of MIT (Advisory Board Member) • University of Auckland Māori Alumni (Trustee and Chair of Executive Committee) 		

		<ul style="list-style-type: none">• Sarcoma Foundation NZ (Board member)• Child Cancer Foundation (Board member)• Ronald McDonald House (Board member)		
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Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-24	<ul style="list-style-type: none"> Letter of Expectation Financial reporting for the ½ Year ended 31 December 2023 Q1 Risk Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 17 Jan Risk and Finance Committee – 23 Jan (½Y Accounts) Board Meeting – 31 Jan (½Y Acts)
Feb-24	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 	<ul style="list-style-type: none"> Board Strategy Session – 13 Feb 	<ul style="list-style-type: none"> Capital Projects Committee – 14 Feb Māori Engagement Committee – 15 Feb Board Meeting – 1 March
Mar-24	<ul style="list-style-type: none"> Annual Plan FY25/26 Draft 2025 -2028 Statement of Intent Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report Board Evaluation (biennial – next due: 2024) 		<ul style="list-style-type: none"> Risk and Finance Committee – 13 March Board Meeting – 27 March
Apr-24	<ul style="list-style-type: none"> Q3 Performance Report 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 3 April Capital Projects Committee – 11 April Board Meeting – 24 April
May-24	<ul style="list-style-type: none"> Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report H&S Report Annual insurance renewal Auditor engagement and fees FY25-27 		<ul style="list-style-type: none"> Risk and Finance Committee – 15 May Māori Engagement Committee – 16 May Board Meeting – 29 May
Jun-24	<ul style="list-style-type: none"> Public Board meeting - shareholder feedback on SOI 	<ul style="list-style-type: none"> CEO Report H&S Report 		<ul style="list-style-type: none"> Remuneration Committee – 6 June Capital Projects Committee – 11 June Board Meeting – 26 June (Public Board Meeting)

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

FIFA Women's World Cup 2023 Close-Out Report

Report to the Board of Tātaki Auckland Unlimited

Meeting date	31 January 2024
Author	Santha Brown and Virginia Terpstra, FIFA Women's World Cup 2023 Host City Programme team
Approved by	Richard Clarke, Director – Arts, Entertainment & Events
Purpose of paper	For Noting
Company and/or Trust paper	Company
Proposed resolution	That the Board: 1. Note the report and the accompanying attachments closing out the FIFA Women's World Cup 2023 Host City programme.

PURPOSE

The purpose of this paper is to provide the Board with two reports on the FIFA Women's World Cup 2023 (FWWC 2023) Host City programme in Tāmaki Makaurau Auckland which together tell the story of the city's role in the FWWC 2023 and act to close-out the Tāmaki Makaurau Auckland FWWC 2023 programme.

These reports are:

- The FIFA Women's World Cup 2023 Tāmaki Makaurau Auckland Host City Report – which provides a summary of what was achieved at the Tāmaki Makaurau Host City level. This report includes the highlights from the FIFA Women's World Cup 2023 Impact Evaluation for Auckland prepared by Fresh Info (referenced below).
- FIFA Women's World Cup 2023 Impact Evaluation for Auckland – which evaluates the costs and benefits to Auckland of hosting the FWWC 2023, including the economic, social, cultural and environmental impacts generated by the event. Note that this report was released publicly prior to Christmas; along with the national impact evaluation report.

The reports will also be provided to the Governing Body in February.

BACKGROUND

The FIFA Women's World Cup 2023 (FWWC 2023) was jointly hosted by Australia and New Zealand and lasted 32 memorable days from 20 July to 20 August 2023. The largest women's sporting event in history, the FWWC 2023 surpassed expectations from the incredible opening match between New Zealand and Norway at Eden Park, with several history-making records being set in Tāmaki Makaurau Auckland. FWWC 2023 delivered more than New Zealanders hoped for and was hugely successful across all key measures.

Tāmaki Makaurau Auckland played a major role in Aotearoa New Zealand's co-hosting of FWWC 2023 across the Official Draw at the Aotea Centre in October 2022, co-hosted the Play-Off Tournament at North Harbour Stadium in February 2023, and nine World Cup matches at Eden Park between 20 July and 15 August 2023. Eight of the 32 participating teams also called Tāmaki Makaurau Auckland home through the group stage of the tournament.

FWWC 2023 was over five years in the making, from bidding in 2019, the awarding of the event to co-hosts Australia and Aotearoa New Zealand in 2020, to the planning and delivery undertaken by the Host City programme up to and including 2023. The task of bringing the FWWC 2023 to life in Tāmaki Makaurau Auckland was the culmination of work by the Local FIFA Subsidiary, central government and many city stakeholders; including Tātaki Auckland Unlimited, Auckland Council, Auckland Transport, Auckland Airport, Eden Park, Trusts Arena, Aktive, Northern Region Football and football clubs as well as many of the city's accommodation providers. Ngāti Whātua Ōrākei also played a key role throughout – at Eden Park, leading pōwhiri for manuhiri, and in the city with the Wāhine Toa Takatini campaign and symposium.

Beyond the immediate economic benefits – a \$87.1m boost to the regions GDP and over 175,000 visitor nights - the FWWC 2023 has left a legacy for Tāmaki Makaurau Auckland with over \$18 million invested in upgrading pitches, lighting and facilities. These upgrades will continue to benefit local communities for years to come, providing access to high-quality sporting infrastructure for athletes of all ages and abilities.

The tournament was the catalyst for a surge in interest in women's sports, with 350,719 tickets issued across the nine Eden Park matches. The record crowd for a football match in Aotearoa New Zealand – women's or men's – was broken three times in Tāmaki Makaurau Auckland and a capacity crowd of 43,217 was achieved for the final three matches played at Eden Park. The FIFA Fan Festival, open from the beginning to the end of the FWWC 2023 at The Cloud on Queen's Wharf, attracted over 91,000 fan visits with its free access and family-friendly environment.

FWWC 2023 increased the global profile for the region and has solidified Tāmaki Makaurau Auckland's reputation as a world-class host city for major international events. From the matches and last mile activations at Eden Park, the FIFA Fan Festival, the volunteer programme, the international teams training at eight council community parks and football clubs across the region and the open team training sessions, to numerous build up events including the Trophy Tour and three welcome pōwhiri, the FWWC 2023 also captured the attention and hearts of thousands of Aucklanders.

The task of bringing the FWWC 2023 to life in Tāmaki Makaurau Auckland was the culmination of over five years of hard work from across the Council Group, lead by TAU

through it's role as the major events lead, and as the base for the dedicated programme team.

FINANCIAL

The overall Auckland Council financial position is covered in both of the attached reports.

RISK

FWWC 2023 risk was managed through programme wide risk approach, which took into account the national risk management for the tournament led by both MBIE (for the crown) and FIFA, as reported to the Board in April 2023.

LEGAL

There are no outstanding legal matters for consideration.

CLIMATE CHANGE AND SUSTAINABILITY

The environmental impact of the FWWC 2023 and sustainability is covered in both of the attached reports.

MĀORI OUTCOMES

The activities undertaken in Tāmaki Makaurau Auckland to realise Māori outcomes is outlined in both of the attached reports.

RECOMMENDATION

Recommendation

It is recommended that the Board:


1. **Note** the report and the accompanying attachments closing out the FIFA Women's World Cup 2023 Host City programme.

Written by:



Santha Brown & Virginia Terpstra
**FWWC 2023 Host City
Programme**

Reviewed by:



Richard Clarke
**Director – Arts, Entertainment
& Events**

ATTACHMENT SCHEDULE

Attachment 1	FIFA Women's World Cup 2023 Tāmaki Makaurau Auckland Host City Report
Attachment 2	FIFA Women's World Cup 2023 Impact Evaluation for Auckland

FIFA Women's World Cup 2023 Impact Evaluation for Auckland

December 2023

FRESH INFO



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Glossary

Term	Definition
AFC	Asian Football Confederation.
Auckland resident	A person who usually lives in Auckland.
Avoided future costs	Costs that do not need to be borne in the future because they have already been incurred to host the event.
Benefit-cost ratio (BCR)	The gross benefit divided by the gross cost.
CAF	Confederation of African Football.
Carbon emissions	The volume of greenhouse gas emissions produced by the event, measured in terms of carbon dioxide equivalent (CO ₂ e).
CONCACAF	Confederation of North, Central America and Caribbean Association Football.
CONMEBOL	Confederación Sudamericana de Fútbol (South American Football Confederation).
Cost-benefit analysis (CBA)	Cost-benefit analysis is a well-established evaluation framework that governments and businesses use to make and/or evaluate investment decisions. Any type of cost or benefit can be included in a CBA if it can be given a credible value.
CO₂e	Carbon dioxide equivalent – a measure used by scientists to convert different greenhouse gas emissions into a single unit with the same global warming properties as carbon dioxide.
Consumer surplus	The difference between the price that consumers pay and the price they are willing to pay.
Counterfactual	The alternative scenario against which the results are compared.
Day visitor	A visitor who does not stay overnight in a destination.
Equivalent Advertising Value (EAV)	An approach to valuing media exposure that involves estimating the cost of buying the same amount of coverage at retail prices using industry ‘rate cards’. Multipliers may also be applied in cases where ‘earned’ media is believed to be worth more than ‘purchased’ media.
Event attendee	Anyone in the following groups who attended FWWC 2023 in-person: FIFA staff and contractors, teams, broadcast/media staff and contractors, volunteers, spectators.
FIFA Fan Festival (FFF)	Official fan zones providing entertainment and activities in Auckland, Hamilton, Wellington, and Dunedin.
FIFA Fan Festival spectator	A person who visited the FIFA Fan Festival site on Queens Wharf in Auckland.
FIFA Zurich	FIFA, headquartered in Zurich, Switzerland.
Financial cost or benefit	A cost or benefit represented by an actual or expected financial transaction.
FWWC 2023	FIFA Women’s World Cup 2023, co-hosted by New Zealand.
FWWC 2023 Draw	The final draw for the FWWC 2023 co-hosted in Auckland on 22 October 2022.
FWWC 2023 Play-Off Tournament (POT)	The final stage of the qualification process for FWWC 2023 in which 10 teams competed for the final three places in the FWWC 2023. The FWWC 2023 Play-Off



	Tournament was hosted in Hamilton and Auckland between 18 February and 23 February 2023.
Global warming potential (GWP)	The heat absorbed by any greenhouse gas in the atmosphere, as a multiple of the heat that would be absorbed by the same mass of carbon dioxide (CO ₂). GWP is 1 for CO ₂ . For other gases, it depends on the gas and the time frame.
International visitor	A person whose usual residence is outside New Zealand.
LFS Australia	Local FIFA Subsidiary Australia – a temporary organisation established to deliver the FWWC 2023 in Australia.
LFS New Zealand	Local FIFA Subsidiary New Zealand – a temporary organisation established to deliver the FWWC 2023 in New Zealand.
Match spectator	A person not involved in the delivery of the event who attended a FWWC 2023 match at Eden Park.
MBIE	Ministry of Business, Innovation and Employment.
MBIE’s event evaluation framework	The methodology used by MBIE to evaluate the costs and benefits of events that it funds.
Media exposure benefits	The projected net benefit to Auckland of future tourism income that can be directly attributed to media exposure caused by FWWC 2023.
Net benefit	Total benefit less total cost.
Net Promoter Score (NPS)	A Net Promoter Score is a widely used customer loyalty and satisfaction measurement that lies between -100 and 100. A score of 100 indicates that 100% of people are likely to recommend the good, service, or experience to others.
New Zealand resident	A person who usually lives in New Zealand.
Non-financial cost or benefit	A cost or benefit that is unpriced or of a social, cultural, or environmental nature.
OFC	Oceania Football Confederation.
Overnight visitor	A visitor who stays overnight in a destination.
Producer surplus	The difference between what price producers are willing and able to supply a good for and what price they actually receive from consumers.
Social Cost of Carbon (SCC)	The SCC is an estimate, in dollars, of the economic damages that would result from emitting one additional ton of carbon dioxide into the atmosphere.
Spectator	A person not involved in the delivery of the event who attended a FWWC 2023 match at Eden Park and/or visited the FIFA Fan Festival site in Auckland.
Tātaki Auckland Unlimited (TAU)	Auckland’s economic, tourism, and events agency (an Auckland Council-controlled organisation).
Total benefit	Total gross benefit generated by FWWC 2023.
Total cost	Total gross cost generated by FWWC 2023.
UEFA	Union of European Football Associations
Unique attendee	A person who attended FWWC 2023 in-person (counted only once).
Visitor night	One visitor staying one night in a destination in any form of private or commercial accommodation.



1 Executive summary

FIFA had not released its carbon audit or audience estimates at the time of writing so the results in this report are best estimates based on available information and may be subject to change.

This evaluation has identified a net benefit to Auckland of hosting the FIFA Women’s World Cup 2023 (FWWC 2023) of **\$48.9 million** and a benefit-cost ratio of **1.32**. These figures are based on financial impacts (represented by actual or expected financial transactions) and non-financial impacts (unpriced social, cultural, or environmental effects). Focusing solely on financial impacts reveals a net benefit of **\$13.3 million** and a benefit-cost ratio of **1.10** for Auckland.

These are strong results relative to the projections developed in 2019, benchmarks from women’s world cup events hosted in New Zealand and the 36th America’s Cup, and general benchmarks for sports events in Auckland involving more than 10,000 attendees (see Appendix 3). Spectator satisfaction was also high and comfortably outperformed regional benchmarks.

In addition to strong economic results, this evaluation finds that hosting the FWWC 2023 delivered a wide range of intangible benefits for football and women in Auckland and New Zealand including achievement of the key objective of “increasing the visibility of, and value placed on, women in sport and wider society”.

Table 1: Summary of evaluation results, projections, and regional benchmarks

Source: FWWC 2023 Impact Evaluation, Event Economics

Measure	Result for FWWC 2023 (2023)	Projections for FWWC 2023 (2019)	Benchmarks for large ¹ sports events hosted in Auckland
Gross cost (\$m)	\$154.8	\$80.1	n/a
Gross benefit (\$m)	\$203.6	\$100.3	n/a
Net benefit (\$m)	\$48.9	\$20.2	\$0.8
Benefit-cost ratio	1.32	1.25	1.25
Visitor nights	175,279	129,663	7,954
Spectator satisfaction	97%	n/a	89%
Spectator Net Promoter Score	76	n/a	44
Change in Auckland GDP (\$m) ²	\$87.1	\$59.0	n/a

Other key results for Auckland include:

- Nine matches hosted in Auckland out of 29 hosted in New Zealand, including three knock-out matches (one Round of 16, one quarterfinal, and one semifinal).
- A total of 350,719 tickets were issued across the 9 matches played in Auckland at an average of 38,969 per match.
- 147,028 unique attendees³ (counting each person only once) comprising 99,430 Auckland residents, 19,439 domestic visitors, and 28,159 international visitors.

¹ Involving more than 10,000 attendees and evaluated using the Event Economics methodology.

² Regional GDP is not part of the cost-benefit analysis but is included because it is a KPI for Tātaki Auckland Unlimited.

³ This includes spectators and those involved in the event (FIFA and Host City staff and contractors, teams, broadcast/media staff and contractors, and volunteers).



- 593 official volunteers (excluding club volunteers), 575 of whom lived in Auckland.
- 40,982 visitors attracted to Auckland by the FWWC 2023 (not all the domestic and international FWWC 2023 attendees above were attracted to Auckland by the event).
- 175,279 visitor nights in Auckland attributable to the FWWC 2023.
- Around 91,000 fan visits to the FIFA Fan Festival between 21 July and 20 August.
- \$21.9 million investment by Auckland Council and its subsidiaries in core event delivery expenses (including infrastructure) and leverage and legacy.
- \$21.5 million of central government investment in FWWC 2023 allocated as a cost to Auckland taxpayers based on Auckland's share of national population.
- \$117.6 million of additional expenditure in Auckland from elsewhere in New Zealand and overseas across FWWC 2023 event operations and tourism.
- A provisional estimate⁴ of \$8.6 million worth of media exposure for Auckland (the estimated future value of tourism generated).
- 90% of Auckland resident match spectators and 88% of FIFA Fan Festival spectators reported enhanced regional pride and liveability as a result of FWWC 2023.
- 97% of Auckland resident match spectators, 94% of Auckland FIFA Fan Festival spectators, and 77% of Auckland resident non-attendees agreed that the FWWC 2023 has increased the visibility of women's sport in New Zealand.

Introduction

Australia and New Zealand were awarded co-hosting rights to the FWWC 2023 on 26 June 2020 following a bidding process that began in 2019. New Zealand's co-hosting of the FWWC 2023 involved three distinct events:

1. **FWWC 2023 Draw** in Auckland on 22 October 2022.
2. **FWWC 2023 Play-Off Tournament (inter-confederation play-offs)**, hosted in Hamilton and Auckland between 18 February and 23 February 2023.
3. **FWWC 2023**, co-hosted in New Zealand and Australia between 20 July and 20 August 2023, with 32 teams playing 64 games over 32 days in nine Host Cities.

New Zealand hosted 16 teams for the group stage of the tournament (including the Football Ferns) and 29 matches across the Host Cities of Auckland, Hamilton, Wellington, and Dunedin. Auckland played a major role in New Zealand's co-hosting of the FWWC 2023 with 9 matches held at Eden Park and 8 of the 16 teams based in Auckland through the group stage of the tournament.

This evaluation focuses on the costs and benefits to Auckland of co-hosting FWWC 2023 in New Zealand relative to the counterfactual⁵ of the event being hosted in another country. Economic, social, cultural, and environmental impacts are considered in the evaluation to capture the wide range of impacts caused by the event. The evaluation includes relevant costs and benefits in the lead up to the event, including the Draw and Play-Off Tournament, as well as the FIFA Women's World Cup tournament.

⁴ Awaiting final audience estimates from FIFA.

⁵ The alternative scenario against which the results are compared.



The Ministry of Business, Innovation, and Employment's (MBIE's) event evaluation framework has been used as the foundation for this evaluation. The framework is based on cost-benefit analysis (CBA) which is a well-established evaluation method used by government agencies and businesses.

Government investment in FWWC 2023

Planning and delivering the New Zealand component of FWWC 2023 required a considerable investment of time and money from a wide range of central and local government agencies. This investment began soon after New Zealand was awarded co-hosting rights in 2020 and extended beyond the conclusion of FWWC 2023 in August 2023. In aggregate, these agencies invested \$101.1 million in FWWC 2023-related initiatives with central government agencies contributing \$64.9 million (64.2%) and local government agencies \$36.1 million (35.8%).

Table 2: Government investment in FWWC 2023 (\$m)

Source: All relevant central and local government agencies

	Central government	Local government	TOTAL	Share
Core delivery expense ⁶	\$42.1	\$32.1	\$74.3	73.5%
Leverage and legacy	\$22.8	\$4.0	\$26.8	26.5%
TOTAL	\$64.9	\$36.1	\$101.1	100.0%
Share	64.2%	35.8%	100.0%	

Auckland's direct contribution to FWWC 2023 was \$21.9 million through initiatives funded by Auckland Council and its subsidiaries. For the purposes of the CBA, \$21.5 million of central government's investment in FWWC 2023 has been allocated as a cost to Auckland taxpayers based on Auckland's share of national population.⁷ Auckland's overall contribution to FWWC 2023 for the purposes of this evaluation was therefore \$43.3 million (\$21.9 million of direct investment by Auckland Council and its subsidiaries plus a \$21.5 million allocation of central government investment). This cost is included in 'Government costs' in the CBA.

Table 3: Auckland contribution to government investment in FWWC 2023 (\$m)

Source: Relevant central and local government agencies

	Central government	Local government	TOTAL	Share
Auckland contribution	\$21.5	\$21.9	\$43.3	42.9%
Rest of NZ contribution	\$43.4	\$14.3	\$57.7	57.1%
TOTAL	\$64.9	\$36.1	\$101.1	100.0%
Auckland share	33.1%	60.5%	42.9%	

FWWC 2023 attendance in New Zealand

A total of 258,547 people attended FWWC 2023 in person including those involved in the event e.g., FIFA and Host City staff and contractors, teams, broadcast/media staff and contractors, volunteers. This figure counts each attendee only once, even if they interacted with the event multiple times. 'Spectators' are people not

⁶ Core delivery expenses are expenses required to meet FIFA requirements and/or deliver the essential (non-discretionary) components of the event. This may differ from how some government agencies categorised their expenditure.

⁷ This is standard practice within the Event Economics evaluation methodology.



involved in the delivery of the event who attended a FWWC 2023 match (match spectators) and/or visited a FIFA Fan Festival (FFF) site in New Zealand (FFF spectators)).

Over 98% (254,753) of the 258,547 FWWC 2023 attendees were spectators, with volunteers being the next largest group at 1,582. Of the 258,547 overall attendees, 87.5% were from New Zealand and the remaining 12.5% were from overseas (international visitors).

Table 4: Count and composition of FWWC 2023 attendees (counting each person only once)

Sources: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	New Zealand residents	International visitors	TOTAL	Share
FIFA and Host City	280	328	608	0.2%
Teams	45	816	861	0.3%
Broadcast & media	136	607	743	0.3%
Volunteers	1,543	39	1,582	0.6%
Spectators	224,286	30,467	254,753	98.5%
TOTAL	226,290	32,257	258,547	100.0%
Share	87.5%	12.5%	100.0%	

FWWC 2023 attendance in Auckland

FIFA issued 350,719 tickets to the nine matches in Auckland at an average of 38,969 per match. In addition to this, there were around 91,000 fan visits to the FIFA Fan Festival at The Cloud on Queens Wharf.

A total of 147,028 people attended FWWC 2023 in person in Auckland, including those involved in the event e.g., FIFA and Host City staff and contractors, teams, broadcast/media staff and contractors, volunteers. This figure counts each attendee only once, even if they interacted with the event multiple times (this is why the spectator counts reported in this evaluation are lower than the sum of reported attendances at Eden Park (circa 340,000) and the FFF (circa 91,000)).

Around 98% (144,572) of the 147,028 FWWC 2023 attendees were spectators, with teams being the next largest group at 765. Of the 147,028 overall attendees, 67.6% were from Auckland, 13.2% were from elsewhere in New Zealand, and the remaining 19.2% were from overseas (international visitors).

Table 5: Count and composition of FWWC 2023 attendees in Auckland (counting each person only once)

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Auckland residents	Domestic visitors	International visitors	TOTAL	Share
FIFA and Host City	213	26	199	438	0.3%
Teams	0	45	720	765	0.5%
Broadcast & media	78	4	578	660	0.4%
Volunteers	575	13	5	593	0.4%
Spectators	98,564	19,351	26,657	144,572	98.3%
TOTAL	99,430	19,439	28,159	147,028	100.0%
Share	67.6%	13.2%	19.2%	100.0%	



Engagement by Auckland residents

A total of 98,564 Auckland residents experienced FWWC 2023 in person as spectators or volunteers. This figure counts each attendee only once, even if they interacted with the event multiple times. In aggregate, spectators and official FIFA volunteers in Auckland committed 1.12 million hours of time to FWWC 2023, valued at \$11.6 million using value-of-time estimates provided by Waka Kotahi NZ Transport Agency.⁸ Auckland residents also spent around \$5.7 million on event-related goods and services, excluding FWWC 2023 tickets and merchandise, which are considered elsewhere.

The total value of the time and money invested in FWWC 2023 by Auckland resident spectators and volunteers was therefore \$17.2 million. This is the cost that Auckland resident spectators and volunteers incurred to access the benefits of attending FWWC 2023, in addition to FWWC 2023 tickets and merchandise which are considered elsewhere.

Table 6: Engagement by Auckland resident spectators and volunteers

Source: Surveys of spectators and volunteers

Measure	Spectators	Volunteers	TOTAL
Auckland residents	98,564	575	99,139
Average time commitment per Auckland resident (hours)	10.9	79.6	11.3
Total time commitment by Auckland residents (hours)	1,072,376	45,764	1,118,141
Value of time & money commitment by Auckland residents (\$m)	\$16.70	\$0.53	\$17.22
Value of time commitment by Auckland residents	\$11.10	\$0.47	\$11.57
Value of expenditure by Auckland residents	\$5.60	\$0.05	\$5.65

Visitation to Auckland caused by FWWC 2023

FWWC 2023 attracted 40,982 visitors to Auckland across the various attendee groups. This figure does not include visitors who attended FWWC 2023 but had not travelled to Auckland to attend the event i.e., those visiting Auckland for other reasons and choosing to experience FWWC 2023 while they were here. The exclusion of these attendees means that the visitor numbers attributable to FWWC 2023 are lower than the gross attendee estimates presented in Table 5. The visitation attributable to FWWC 2023 generated 175,279 visitor nights in Auckland at an average of 4.3 nights per visitor.

Table 7: Visitation to Auckland attributable to FWWC 2023

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Visitors to Auckland	Visitor nights in Auckland	Average nights in Auckland per visitor
FIFA and Host City	225	6,023	26.8
Teams	765	13,277	17.4
Broadcast & media	582	5,318	9.1
Volunteers	18	153	8.5
Spectators	39,392	150,508	3.8
TOTAL	40,982	175,279	4.3

⁸ Tātaki Auckland Unlimited estimates that football clubs contributed around 6,300 volunteer hours to FWWC 2023 in addition to official FIFA volunteer hours, as well as in-kind support from paid administrators. These contributions have not been monetised in this evaluation but are noted as non-monetised costs and benefits.



Additional expenditure in Auckland attributable to FWWC 2023

FWWC 2023 created an additional \$117.6 million of expenditure in Auckland through two main channels:

- \$72 million through domestic event operations. This was driven by new money introduced into the Auckland economy to deliver the event from elsewhere in New Zealand (e.g., government) and overseas (e.g., FIFA).
- \$45.6 million through expenditure in Auckland by visiting FWWC 2023 attendees. This included \$40.3 million on traditional tourism goods and services (accommodation, meals, transport, retail shopping etc) and \$5.4 million on goods and services that were of a business nature or not for personal consumption.

This expenditure is included in 'Business benefits' in the CBA. The associated costs are included in 'Business costs'.

Table 8: Additional expenditure in Auckland attributable to FWWC 2023 (\$m)

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Measure	Additional expenditure in Auckland (\$m)
Event operations	\$72.0
Spend by visitors to Auckland	\$45.6
TOTAL	\$117.6

Other monetised costs and benefits to Auckland

Other monetised impacts on Auckland include:

- \$1.5 million⁹ of unpriced **carbon emissions** attributable to FWWC 2023. These were mainly driven by international and domestic transport.
- \$8.6 million¹⁰ of **media exposure benefits** to Auckland attributable to the coverage generated by FWWC 2023 over the period 1 September 2022 – 31 August 2023 (estimated future value of tourism generated).
- \$25.5 million of **non-attendee benefits** accruing to Auckland residents. This is the amount Auckland residents who did not attend FWWC 2023 would be willing to pay to host another FWWC in New Zealand.
- \$10.2 million of **avoided future costs** due to planned maintenance and development projects being brought forward for FWWC 2023.
- \$1.2 million of **other benefits** (primarily prize money paid to the Football Ferns).

Monetised costs and benefits to Auckland

The cost-benefit analysis for Auckland has identified a gross monetised cost of \$154.8 million and a gross monetised benefit of \$203.6 million. The net monetised benefit is therefore **\$48.9 million** and the benefit-cost ratio (gross benefit divided by gross cost) is **1.32**. This means that every \$1 of cost incurred by Auckland returned a benefit of \$1.32 (a net benefit of \$0.32 per dollar).

FIFA had not released its carbon audit or audience estimates at the time of writing so the results for 'carbon costs' and 'media benefits' are best estimates based on available information and may be subject to change.

⁹ Best estimate at time of writing – may be subject to change.

¹⁰ Best estimate at time of writing – may be subject to change.



Table 9: Monetised costs and benefits to Auckland of hosting FWWC 2023

Source: All sources listed in Table 16 in Section 2.3

Measure	Type	Value (\$m)	Description
Government costs	Financial	\$43.3	Local government expenditure + population share of central government expenditure
Public funds cost	Financial	\$8.7	Redistribution of public funds cost @ 20% as per Treasury guidelines
Event attendee costs	Non-financial	\$24.8	Value of time & money devoted to FWWC 2023 by attendees
Business costs	Financial	\$76.5	Value of the resources consumed by businesses to service the additional demand caused by FWWC 2023
Carbon costs ¹¹	Non-financial	\$1.5	Value of unpriced carbon production attributable to FWWC 2023
Other costs	Financial	\$0.0	Other monetised costs
Total cost		\$154.8	Total gross cost generated by FWWC 2023
Event attendee benefits	Non-financial	\$36.4	Social value to FWWC 2023 attendees (event attendee cost + estimated consumer surplus)
Business benefits ¹²	Financial	\$121.7	Value of additional business demand (revenue) caused by FWWC 2023
Media benefits ¹³	Financial	\$8.6	Value of media exposure generated by FWWC 2023 (estimated future value of tourism generated)
Non-attendee benefits	Non-financial	\$25.5	Social value accruing to non-attendees (option value/existence value/national pride)
Avoided future costs	Financial	\$10.2	Avoided future infrastructure costs due to projects being brought forward for FWWC 2023
Other benefits	Financial	\$1.2	Other monetised benefits
Total benefit		\$203.6	Total gross benefit generated by FWWC 2023
Net benefit		\$48.9	Total benefit less total cost
Benefit-cost ratio		1.32	Total benefit divided by total cost

These costs and benefits can be divided into financial impacts (where the costs and benefits are represented by actual or expected financial transactions) and non-financial impacts (where the costs and benefits are unpriced or of a social, cultural, or environmental nature). These assignments are shown in Table 9 above. This segmentation reveals a financial impact of **\$13.3 million** (benefit-cost ratio of **1.10**) and a non-financial impact of **\$35.6 million** (benefit-cost ratio of **2.35**).

¹¹ Best estimate at time of writing – may be subject to change.

¹² Includes 10% of event income sourced from, and spent in, Auckland, as per MBIE’s event evaluation guidelines.

¹³ Best estimate at time of writing – may be subject to change.



Table 10: Summary of monetised costs and benefits to Auckland

Source: All sources listed in Table 15 in Section 2.3

Type	Gross cost	Gross benefit	Net benefit	Benefit-cost ratio
Financial impact	\$128.5	\$141.7	\$13.3	1.10
Non-financial impact	\$26.3	\$61.9	\$35.6	2.35
TOTAL	\$154.8	\$203.6	\$48.9	1.32

Comparison with forecast

MBIE's event evaluation framework was used during the due diligence phase to assess the potential benefits of co-hosting FWWC 2023. Valid comparisons can therefore be made between the most recent projected impacts on Auckland (produced in 2019) and the realised impacts presented in this report, noting that neither the Draw nor Play-Off Tournament had been awarded to New Zealand or Auckland at the time the projections were produced.

Realised gross costs were \$74.7 million (93%) higher than projected and realised benefits were \$103.4 million (103%) higher. The realised net benefit was \$28.7 million (142%) higher than projected and the realised benefit-cost ratio was 7 basis points (5%) higher than projected. Reasons for these variances include:

- The inclusion of Draw and Play-Off Tournament costs and benefits in this evaluation (these were not included in the 2019 projections because they hadn't been awarded to New Zealand or Auckland at that stage).
- The inclusion of non-attendee benefits in this evaluation (non-attendee benefits were not considered in the 2019 projections).
- The teams that were drawn to play in New Zealand. This was not finalised until February 2023 following the Play-Off Tournament. New Zealand was fortunate to host the United States team which was accompanied by the large group of travelling supporters.
- Changes in central and local investment levels during the planning phase as the requirements and opportunities of co-hosting the FWWC 2023 became more certain.

Table 11: Comparison of realised and projected impacts for Auckland

Source: FWWC 2023 Impact Evaluation (2023), FWWC 2023 Pre-Event Evaluation (2019)

Measure	Realised (2023)	Projected (2019)	Variance	Percentage variance
Gross cost (\$m)	\$154.8	\$80.1	\$74.7	93%
Gross benefit (\$m)	\$203.6	\$100.3	\$103.4	103%
Net benefit (\$m)	\$48.9	\$20.2	\$28.7	142%
Benefit-cost ratio	1.32	1.25	0.07	5%
Visitor nights	175,279	129,663	45,616	35%
Change in Auckland GDP (\$m) ¹⁴	\$87.1	\$59.0	\$28.1	49%

¹⁴ Regional GDP is not part of the cost-benefit analysis but has been included in this table because it is a KPI for Tātaki Auckland Unlimited.



Non-monetised costs and benefits to Auckland

The major non-monetised costs and benefits for Auckland of hosting FWWC 2023 included:

- **Increased visibility and perception of women’s sport in Auckland and New Zealand.** FWWC 2023 was the third of three women’s world cup events hosted in New Zealand in an 18-month period. Hosting these events in quick succession was a deliberate strategy to elevate women’s sport in New Zealand and provide a platform for gender equality in sport and society more generally. Evidence from this evaluation indicates that FWWC 2023 contributed strongly to the overarching objective of “increasing the visibility of, and value placed on, women in sport and wider society”. Independent research conducted by Sport NZ also found evidence of greater public awareness, interest, and engagement in women’s sport following New Zealand’s co-hosting of the FWWC 2023. The tournament also left a lasting impact and impression on a generation of young players who had an unprecedented opportunity to see the best players in the world, potentially inspiring future Football Ferns as well as players of other sporting codes. The long-term legacy of these impacts will depend on the extent to which they are leveraged and built upon in future years.
- **Improved infrastructure.** Significant investments were made in stadium, community park, and football club infrastructure in Auckland to comply with FIFA’s requirements. Many of these changes will be long-lived, resulting in better facilities for football clubs and more inclusive environments for women. Football clubs also contributed just over \$2m from community fundraising¹⁵ and an estimated 6,500 volunteer hours outside the official volunteer programme to infrastructure upgrades and preparing facilities for FWWC 2023. These contributions from football clubs are treated as non-monetised costs.
- **Potential growth in football participation.** Survey results¹⁶ indicate that around 21% of Auckland residents were inspired by FWWC 2023 to increase their participation in football, although actual changes are likely to be lower than intended changes. Early evidence of these changes will not be available until early/mid 2024 when registrations for the 2024 club season are complete.
- **Unity Pitch¹⁷.** At the end of the Tournament, FIFA gifted two Unity Pitches to Auckland - one to Beach Haven Primary School and the other to Manurewa Netball Centre. Valued at \$75,000 each, the Unity Pitches have provided these communities with a permanent legacy of FWWC 2023.
- **Enhanced event delivery capability.** The knowledge and experience gained from hosting the FWWC 2023 will enhance Auckland’s major event capacity and capability, and the success of the event will enhance Auckland’s reputation as a safe and capable host for global events.
- **Enhanced research capability.** Several innovations were developed within the post-event evaluation process for FWWC 2023 that could be applied to future major events including development of a shared research platform for the five government stakeholders (MBIE, Auckland Council, Hamilton City Council, WellingtonNZ, and Dunedin City Council), development of a shared funding model across the five government stakeholders that resulted in savings for all funders, and the development of new survey techniques which are in the public domain and could be applied to future events involving multiple Host Cities.

¹⁵ Excludes Lottery Grant funding.

¹⁶ Taken from the non-attendee survey in Section 5.7.

¹⁷ The Unity Pitch is a vibrant and unique, multi-coloured Futsal-sized astro-turf pitch that was used in Host Cities in the build up to FWWC 2023. It was located at The Cloud as part of the FIFA Fan Festival during the Tournament.



Monetised costs and benefits to New Zealand

A national impact evaluation was commissioned by MBIE that used the same research platforms, methodology, and research provider as the regional evaluation for Auckland. The high-level results for New Zealand are presented in the table below.

Table 12: Estimated costs and benefits to New Zealand of hosting FWWC 2023

Source: National impact evaluation commissioned by MBIE

Measure	Value (\$m)	Description
Government costs	\$101.1	Total cost to central and local government
Public funds cost	\$20.2	Redistribution of public funds cost @ 20% as per Treasury guidelines
Event attendee costs	\$80.3	Value of time and money devoted to FWWC 2023 by attendees
Business costs	\$118.6	Value of the resources consumed by businesses to service the additional demand caused by FWWC 2023
Carbon costs ¹⁸	\$3.0	Value of unpriced carbon production attributable to FWWC 2023
Other costs	\$0.0	Other monetised costs
Total cost	\$323.2	Total gross cost generated by FWWC 2023
Event attendee benefits	\$117.8	Social value to FWWC 2023 attendees (event attendee cost + estimated consumer surplus)
Business benefits ¹⁹	\$191.6	Value of additional business demand (revenue) caused by FWWC 2023
Media benefits ²⁰	\$22.5	Value of media exposure generated by FWWC 2023 (based on estimated future value of tourism generated)
Non-attendee benefits	\$78.6	Social value accruing to non-attendees (option value/existence value/national pride)
Avoided future costs	\$18.5	Avoided future infrastructure costs due to projects being brought forward for FWWC 2023
Other benefits	\$3.8	Other monetised benefits
Total benefit	\$432.6	Total gross benefit generated by FWWC 2023
Net benefit	\$109.5	Total benefit less total cost
Benefit-cost ratio	1.34	Total benefit divided by total cost

¹⁸ Best estimate at time of writing – may be subject to change.

¹⁹ Includes 10% of event income sourced from, and spent in, New Zealand, as per MBIE's event evaluation guidelines.

²⁰ Best estimate at time of writing – may be subject to change.



Monetised costs and benefits to Host Cities

Independent impact evaluations were commissioned and paid for by each Host City (Auckland, Hamilton, Wellington, and Dunedin). These regional evaluations leveraged the research platforms funded by MBIE and used the same methodology and research provider as the national evaluation. The high-level results for each Host City are presented in the table below. Note that the regional evaluations will not sum to the national results for two reasons:

1. The national evaluation includes costs and benefits across the whole country, whereas the regional evaluations only consider the costs and benefits to the four Host Cities.
2. Inter-regional transfers (e.g., domestic tourism expenditure) are included in the regional evaluations but excluded from the national evaluation.

Table 13: Summary of impacts on Host Cities

Source: Independent evaluations commissioned by Host Cities

Measure	Auckland	Hamilton	Wellington	Dunedin
Gross cost (\$m)	\$154.8	\$19.6	\$59.0	\$27.3
Gross benefit (\$m)	\$203.6	\$26.0	\$83.6	\$34.1
Net benefit (\$m)	\$48.9	\$6.4	\$24.6	\$6.8
Benefit-cost ratio	1.32	1.33	1.42	1.25
Visitor nights	175,279	15,034	100,124	39,793



2 Introduction

2.1 Background

Australia and New Zealand were awarded co-hosting rights to the FWWC 2023 on 26 June 2020 following a formal bidding process that began on 19 February 2019. The decision came after a vote by the FIFA Council, with the Australia/New Zealand bid (“As One”) earning 22 votes out of 35. Neither country had previously hosted a senior FIFA tournament.

In July 2019, midway through the bidding process, FIFA proposed an expansion of the Women's World Cup from 24 to 32 teams, starting with the 2023 edition. The proposal came following the success of the FIFA Women's World Cup 2019 in France and the prior edition of the tournament in 2015 in Canada, which after increasing from 16 to 24 teams set an attendance record for all FIFA competitions besides the men's FIFA World Cup. The expansion proposal was unanimously adopted by the FIFA Council on 31 July 2019.

In addition to being the first 32-team Women's World Cup, FWWC 2023 was the first Women's World Cup to be hosted in multiple countries, and only the second World Cup tournament to do so following the FIFA Men's World Cup 2002 held in Japan and South Korea. It was also the first FIFA Women's World Cup to be held in the southern hemisphere, the first Tier One FIFA tournament to be held in Oceania, and the first FIFA tournament to be hosted across multiple confederations (with Australia in the AFC and New Zealand in the OFC). In addition, FIFA introduced the first-ever Play-Off Tournament.

New Zealand's co-hosting of the FWWC 2023 involved three distinct events:

1. **FWWC 2023 Draw** in Auckland on 22 October 2022.
2. **FWWC 2023 Play-Off Tournament (inter-confederation play-offs)**, hosted in Hamilton and Auckland between 18 February and 23 February 2023.
3. **FWWC 2023**, co-hosted in Aotearoa New Zealand and Australia between 20 July and 20 August 2023, with 32 teams playing 64 games over 32 days in nine Host Cities.

New Zealand hosted 16 teams for the group stage of the tournament (including the Football Ferns) and 29 matches across the Host Cities of Auckland, Hamilton, Wellington, and Dunedin. Auckland played a major role in New Zealand's co-hosting of the FWWC 2023 with nine matches held at Eden Park and eight of the 16 teams based in Auckland through the group stage of the tournament.

The opening ceremony of the tournament and the opening match between New Zealand and Norway were hosted at Eden Park in Auckland on 20 July 2023. The final was played on 20 August 2023 at Stadium Australia in Sydney.

- Group stage: 20 July – 3 August
- Round of 16: 5 – 8 August
- Quarterfinals: 11 – 12 August
- Semifinals: 15 – 16 August
- Third-place play-off: 19 August
- Final: 20 August

More information about FWWC 2023 is provided in Section 3.



2.2 Project scope

Fresh Information Limited (Fresh Info) was commissioned by Tātaki Auckland Unlimited (TAU) on behalf of Auckland Council to evaluate the costs and benefits to Auckland of hosting FWWC 2023. This evaluation focuses on the costs and benefits to Auckland of co-hosting FWWC 2023 in New Zealand relative to the counterfactual²¹ of the event being hosted in another country. Economic, social, cultural, and environmental impacts are considered in the evaluation to capture the wide range of impacts caused by the event.

The evaluation includes relevant costs and benefits in the lead up to the event, including the Draw (hosted in Auckland) and Play-Off Tournament (co-hosted in Auckland and Hamilton), as well as the FIFA Women's World Cup tournament.

Independent impact evaluations were commissioned and paid for by MBIE (national impact evaluation) and each Host City (regional impact evaluations). These evaluations were all conducted using the same research platforms, methodology, and research provider, and are therefore consistent with one another and directly comparable. A summary of the national impact evaluation commissioned by MBIE is included in Section 6.

Appendix 3 contains relevant benchmarks from similar evaluations conducted for:

- Rugby World Cup 2021
- 2022 ICC Women's Cricket World Cup
- 36th Americas Cup
- Sports events in Auckland involving more than 10,000 attendees.

2.3 Methodology

MBIE's event evaluation framework has been used as the foundation for this evaluation. The framework is based on cost-benefit analysis (CBA) which is a well-established evaluation method used by government agencies and businesses.

A CBA is based on welfare economics which is concerned with maximising societal wellbeing in the broadest possible terms. In practice this means that any type of cost or benefit can be included in a CBA if it can be given a credible monetary value. The main benefit of CBA is that it treats market and non-market costs and benefits equally, which means that non-financial²² outcomes are given the same status as financial outcomes in the evaluation process.

There are three broad steps in the CBA process:

1. Identify all the relevant costs and benefits associated with the event. There are no restrictions on what can be included, but for practical reasons only material costs and benefits should be carried forward.
2. Assign a monetary value to each of the relevant costs and benefits. This is relatively easy in cases where there is an observable market price or financial transaction. It is more difficult when there are no market valuations to take guidance from, but various methods exist to assign monetary values to non-market costs and benefits.

²¹ The alternative scenario against which the results are compared.

²² This includes social, cultural, and environmental outcomes as outlined in Table 14.



3. Add up all the costs and benefits and if the gross benefit exceeds the gross cost, then the event has increased societal wellbeing, relative to the counterfactual of not investing in the event.

The table below provides an overview of the evaluation framework that has been applied to FWWC 2023.

Table 14: FWWC 2023 Evaluation Framework

Source: MBIE, Fresh Info

Evaluation component	Gross Cost (GC)	Gross Benefit (GB)	Net Benefit
Government			
Cost to central and local government agencies	100%	As measured	GB – GC
Redistribution of public funds cost ²³	20%	Nil	GC
Social			
Value of time and money devoted to the event by Auckland resident attendees	100%	100% + CS	CS
Benefits accruing to Auckland resident non-attendees	0%	100%	GB
Economic			
Additional consumption of Auckland goods and services	100% x (1-PS)	100%	PS
Externally sourced funds spent in Auckland by FIFA	100% x (1-PS)	100%	PS
Commercial sponsorship by Auckland resident companies	100%	100% + ROI	ROI
Value of time and money devoted to FWWC 2023 by Auckland resident businesses	100%	100% + ROI	ROI
Event profit accruing to Auckland	0%	100%	GB
Event income sourced from, and spent in, Auckland ²⁴	0%	10%	GB
Value of media exposure to Auckland (conversion model)	0%	100%	GB – GC
Cultural			
Māori outcomes	As measured	As measured	GB – GC
Environmental			
Environmental costs and benefits	As measured	As measured	GB – GC

GC = gross cost; GB = gross benefit; CS = consumer surplus; PS = producer surplus; ROI = return on investment

²³ Equivalent to 20% of public sector investment, as per Treasury guidelines.

²⁴ Already counted as a cost elsewhere in the model. This line acknowledges the marginal value of internal expenditure relative to external (out of region) expenditure.



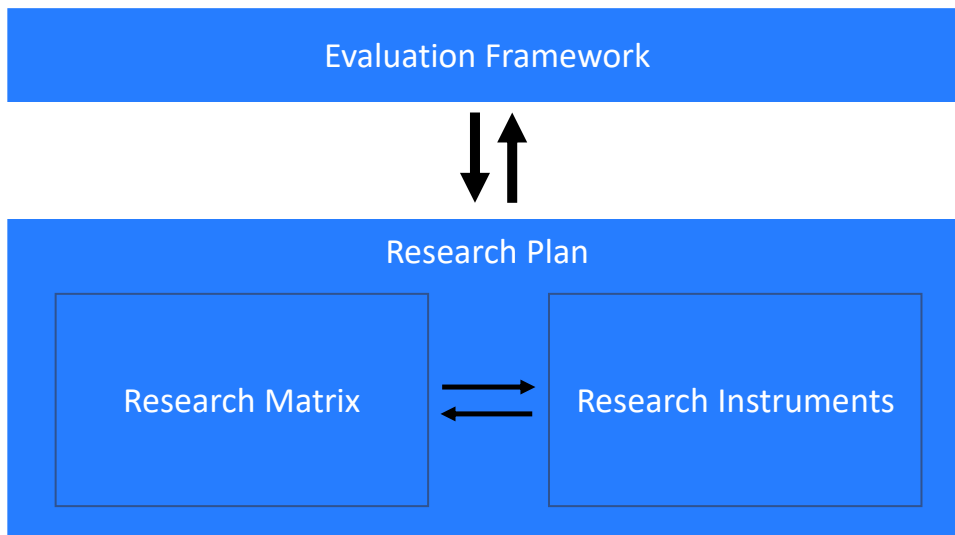
2.3.1 Research Plan

A comprehensive research plan was developed at the outset of the project in consultation with MBIE and the Host Cities to identify the research processes and instruments required to inform the evaluation. The Research Plan aligned with the event evaluation frameworks of both MBIE and Auckland, both of which are based on the Event Economics²⁵ evaluation methodology. The FWWC 2023 Research Plan had two components:

1. A Research Matrix – a table showing how each component of the Evaluation Framework would be informed. The table included the source(s) of information (respondents) for each evaluation component in Table 14, as well as the specific research instruments used to collect the information.
2. Research Instruments – a description of the specific research instruments used to collect information from respondents.

Figure 1: Relationship between FWWC 2023 Evaluation Framework and FWWC 2023 Research Plan

Source: FWWC 2023 Research Plan



The Research Matrix in Table 15 shows the evaluation components as rows, the information sources (respondents) as columns, and the specific research instruments used to collect the information as cells.

The information in Table 16 describes the specific research instruments used to collect information from respondents, who the respondents were, and what sample sizes were achieved (where applicable). The final Research Plan for Auckland was provided as a separate PDF document entitled “*Research Plan for FIFA Women’s World Cup 2023 Impact Evaluation*”.

²⁵ Event Economics is a proprietary event evaluation model that is used by MBIE and many councils in New Zealand (www.eventeconomics.com).



Table 15: FWWC 2023 Research Matrix

Source: FWWC 2023 Research Plan

Evaluation component	Central and local government agencies	FIFA	Teams	Event sponsors and partners	Volunteers	Spectators	NZ resident non-attendees	Sport NZ and football organisations
Government								
Cost to central and local government agencies	S1							S1
Social								
Value of personal time & money devoted to the event by Auckland residents					S5	S6		
Benefits accruing to Auckland resident non-attendees							S7	
Economic								
Additional consumption of Auckland goods & services		S2	S3	S4	S5	S6		
Externally sourced funds spent in Auckland		S2						
Value of time & money devoted to the event by Auckland resident businesses				S4				
Event profit accruing to Auckland		S2						
Event income sourced from, and spent in, Auckland	S1							
Value of media exposure to Auckland		D1						
Environmental								
Value of unpriced carbon emissions	D2	D3	S4	S4	S5	S6		
Other environmental indicators (non- $\$$)	D4	D5						
Awareness and perception of sustainability initiatives (non- $\$$)					S5	S6		
Cultural								
Perceptions of Māori cultural content and representation (non- $\$$)					S5	S6		



Table 16: FWWC 2023 Research Instruments

Source: FWWC 2023 Research Plan

ID	Description of research instruments	Respondents/source	Sample ²⁶	Draw Nov 2022 ²⁷	Play-Off Mar 2023 ²⁸	FWWC Aug 2023
S1	Survey of central and local government agencies	Central and local government agencies	36			✓
S2	Survey of FIFA	FIFA	n/a	✓	✓	✓
S3	Survey of teams	FIFA teams	14			✓
S4	Survey of event sponsors & partners	Event sponsors & partners	3			✓
S5	Survey of volunteers	Official FIFA volunteers ²⁹	421		✓	✓
S6	Survey of spectators	Match and FFF spectators	6,438		✓	✓
S7	Survey of NZ resident non-attendees	NZ resident non-attendees	1,504			✓
D1	Media distribution data	FIFA	n/a			✓
D2	Carbon emissions data	Public sector agencies	n/a			✓
D3	Carbon emissions data	FIFA	n/a			✓
D4	Data on other environmental indicators	Public sector agencies	n/a			✓
D5	Data on other environmental indicators	FIFA	n/a			✓

²⁶ For the research conducted for FWWC August 2023 only.

²⁷ Results were used for interim reporting purposes only.

²⁸ Results were used for interim reporting purposes only.

²⁹ Excludes 'unofficial' volunteerism e.g., football clubs.



3 The event

3.1 Structure of FWWC 2023

New Zealand's co-hosting of the FWWC 2023 involved three distinct events:

1. **FWWC 2023 Draw** in Auckland on 22 October 2022.
2. **FWWC 2023 Play-Off Tournament (inter-confederation play-offs)**, hosted in Hamilton and Auckland between 18 February and 23 February 2023.
3. **FWWC 2023**, co-hosted in New Zealand and Australia between 20 July and 20 August 2023, with 32 teams playing 64 games over 32 days in nine Host Cities.

3.1.1 FWWC 2023 Draw

The Draw took place at the Aotea Centre in Auckland on 22 October 2022, prior to the completion of qualification. The three winners of the first ever FWWC Play-Off Tournament (POT) were not known at the time of the Draw.

The 32 teams were allocated into four pots based on the FIFA Women's World Rankings as at 13 October 2022. Pot One contained co-hosts New Zealand and Australia (both automatically placed in positions A1 and B1, respectively) along with the best six teams. Pot Two contained the next best eight teams, with the next best eight teams being allocated into the following pot (Pot Three). Pot Four contained the lowest ranked teams, along with the placeholders for the three inter-confederation play-off winners. The pots for the draws are shown below (the figures in parentheses are world rankings).

Table 17: Pots for FWWC 2023 Draw

Source: FIFA

Pot 1	Pot 2	Pot 3	Pot 4
New Zealand (22)	Canada (7)	Denmark (18)	Nigeria (45)
Australia (13)	Netherlands (8)	Switzerland (21)	Philippines (53)
United States (1)	Brazil (9)	Republic of Ireland (24)	South Africa (54)
Sweden (2)	Japan (11)	Columbia (27)	Morocco (76)
Germany (3)	Norway (12)	Argentina (29)	Zambia (81)
England (4)	Italy (14)	Vietnam (34)	Portugal ³⁰
France (5)	China (15)	Costa Rica (37)	Haiti ³¹
Spain (6)	South Korea (17)	Jamaica (43)	Panama ³²

With the exception of UEFA³³, teams from the same confederation could not be drawn in the same group. However, since each inter-confederation play-off group contained multiple confederations, the placeholders were identified by the seeded teams in their respective play-off pathways to avoid any draw constraints.

³⁰ Play-off Group A winner.

³¹ Play-off Group B winner.

³² Play-off Group C winner.

³³ Union of European Football Associations.



The Draw started with Pot One and ended with Pot Four, with the team selected being allocated to the first available group alphabetically. Pot One teams were automatically drawn to position one of each group, with the following positions drawn for the remaining pots.

The 32 teams were drawn into eight groups (A – H) of four teams. Groups A, C, E, and G played all their group matches in New Zealand, and Groups B, D, F, and H played all their group matches in Australia.

Table 18: Teams based in New Zealand for group stage

Source: FIFA

Group A	Group C	Group E	Group G
New Zealand	Spain	United States	Sweden
Norway	Costa Rica	Vietnam	South Africa
Philippines	Zambia	Netherlands	Italy
Switzerland	Japan	Portugal	Argentina

Table 19: Teams based in Australia for group stage

Source: FIFA

Group B	Group D	Group F	Group H
Australia	England	France	Germany
Republic of Ireland	Haiti	Jamaica	Morocco
Nigeria	Denmark	Brazil	Columbia
Canada	China	Panama	South Korea

A full schedule for matches hosted in New Zealand is provided in Section 3.3.

3.1.2 FWWC 2023 Play-Off Tournament

The POT determined the final three qualification spots for the FWWC 2023. New Zealand was confirmed as the sole host nation for the POT on 4 July 2022, with Auckland and Hamilton selected as the Host Cities. The play-offs took place from 18 to 23 February 2023 and featured ten teams from six confederations, as shown in Table 20 below.

Table 20: Teams contesting the FWWC 2023 Play-Off Tournament

Source: FIFA

Region	Confederation	Teams
Asia	AFC	Chinese Taipei, Thailand
Africa	CAF	Cameroon, Senegal
North and Central Americas	CONCACAF	Haiti, Panama
South America	CONMEBOL	Paraguay, Chile
Oceania	OFC	Papua New Guinea
Europe	UEFA	Portugal

The 10 teams were split into three groups of three (Group A and B) or four (Group C). The winner of each group qualified for the FWWC 2023.

Four teams were seeded into groups based on the FIFA Women's World Rankings. In Groups A and B, two unseeded teams faced each other in a semi-final. The winner of the semi-final advanced to the POT final,



playing against the seeded team for a spot in the FWWC 2023. In Group C, the two seeded teams faced an unseeded team in the semi-finals. The winners of the semi-finals faced each other in the POT final for a spot in the FWWC 2023.

New Zealand and Argentina (confirmed as guests at the POT on 8 December 2022) participated in friendly matches as part of the event, first against one of the seeded teams in Groups A and B, and then twice against each other. Friendly matches also took place between the semi-final loser of Groups A and B, as well as the two semi-final losers of Group C, thereby ensuring that all play-off teams played two matches at the event.

The three teams that qualified for FWWC 2023 were:

- Portugal – winners of Group A
- Haiti – winners of Group B
- Panama – winners of Group C

3.1.3 FWWC 2023

The FWWC 2023 started on 20 July 2023 and finished on 20 August 2023 (32 days). The opening match was contested between New Zealand and Norway at Eden Park in Auckland, and the final was played at Stadium Australia in Sydney. A total of 64 matches were played across the tournament including 48 group stage matches (round robin format) and 16 knock out matches. New Zealand hosted 29 matches including 24 group stage matches and 5 knock out matches. A full match schedule is provided in Appendix 1.

Table 21: FWWC 2023 tournament schedule

Source: FIFA

	Start	End	Matches played in New Zealand	Matches played in Australia	Total matches played
Group stage	20 Jul 2023	3 Aug 2023	24	24	48
Round of 16	5 Aug 2023	8 Aug 2023	2	6	8
Quarterfinals	11 Aug 2023	12 Aug 2023	2	2	4
Semifinals	15 Aug 2023	16 Aug 2023	1	1	2
Third place play-off	19 Aug 2023	19 Aug 2023	0	1	1
Final	20 Aug 2023	20 Aug 2023	0	1	1
TOTAL	20 Jul 2023	20 Aug 2023	29	35	64

The 29 FWWC 2023 matches played in New Zealand were allocated by FIFA to four Host Cities through a bidding process coordinated by MBIE with Football Australia and New Zealand Football:

- Auckland (Eden Park, ticketed capacity 43,217)
- Hamilton (Waikato Stadium, ticketed capacity 18,009)
- Wellington (Wellington Regional Stadium, ticketed capacity 33,132)
- Dunedin (Forsyth Barr Stadium, ticketed capacity 25,947)

Auckland hosted 9 matches (6 group stage matches and 3 knock out matches), Hamilton hosted 5 group stage matches, Wellington hosted 9 matches (7 group stage matches and 2 knock out matches) and Dunedin hosted 6 group stage matches.



Table 22: Allocation of FWWC 2023 matches played in New Zealand

Source: FIFA

	Auckland	Hamilton	Wellington	Dunedin	TOTAL
Group stage	6	5	7	6	24
Round of 16	1	0	1	0	2
Quarterfinals	1	0	1	0	2
Semifinals	1	0	0	0	1
TOTAL	9	5	9	6	29

A full schedule of FWWC 2023 matches played in New Zealand is provided in Table 23.

Table 23: Schedule of FWWC 2023 matches played in New Zealand

Source: FIFA

	Stage	Date	Team 1	Team 2
Auckland Eden Park	Group A	20/07/2023	New Zealand	Norway
	Group E	22/07/2023	United States	Vietnam
	Group G	24/07/2023	Italy	Argentina
	Group C	26/07/2023	Spain	Zambia
	Group A	30/07/2023	Norway	Philippines
	Group E	1/08/2023	Portugal	United States
	Round of 16	5/08/2023	Switzerland	Spain
	Quarterfinal	11/08/2023	Japan	Sweden
	Semifinal	15/08/2023	Spain	Sweden
Hamilton Waikato Stadium	Group C	22/07/2023	Zambia	Japan
	Group A	25/07/2023	Switzerland	Norway
	Group E	27/07/2023	Portugal	Vietnam
	Group C	31/07/2023	Costa Rica	Zambia
	Group G	2/08/2023	Argentina	Sweden
Wellington Wellington Regional Stadium	Group C	21/07/2023	Spain	Costa Rica
	Group G	23/07/2023	Sweden	South Africa
	Group A	25/07/2023	New Zealand	Philippines
	Group E	27/07/2023	United States	Netherlands
	Group G	29/07/2023	Sweden	Italy
	Group C	31/07/2023	Japan	Spain
	Group G	2/08/2023	South Africa	Italy
	Round of 16	5/08/2023	Japan	Norway
Quarterfinal	11/08/2023	Spain	Netherlands	
Dunedin Forsyth Barr Stadium	Group A	21/07/2023	Philippines	Switzerland
	Group E	23/07/2023	Netherlands	Portugal
	Group C	26/07/2023	Japan	Costa Rica
	Group G	28/07/2023	Argentina	South Africa
	Group A	30/07/2023	Switzerland	New Zealand
	Group E	1/08/2023	Vietnam	Netherlands



3.2 Team base camps

Base camps were used by all FWWC 2023 teams to stay and train before and during the tournament. FIFA announced the hotels and training sites for the 29 qualified participating nations on 11 December 2022 and the three POT winners on 21 March 2023. It was the first Women's World Cup to have dedicated base camps for the 32 participating nations. The hotels and training sites used by teams hosted in New Zealand are shown in Table 24. In Auckland, all the team base camp training sites were community parks rather than stadiums.

Table 24: Team base camps in New Zealand

Source: FIFA

City	Team	Hotel	Training sites
Auckland	Argentina	Novotel Auckland Ellerslie	Michaels Avenue Reserve
	Italy	Grand Millennium Auckland	Shepherds Park
	New Zealand	Pullman Auckland	Keith Hay Park
	Norway	M Social Auckland	Seddon Fields
	Philippines	Mövenpick Hotel	Olympic Park Auckland
	Portugal	Waipuna Hotel & Conference Centre	Māngere Centre Park
	United States	Sofitel Auckland Viaduct Harbour	Bay City Park
	Vietnam	Rydges Auckland	Fred Taylor Park
Hamilton	Zambia	Novotel Hamilton Tainui	Korikori Park
Tauranga	Netherlands	Trinity Wharf	Bay Oval
Palmerston North	Spain ³⁴	Copthorne Palmerston North	Massey Sport Institute
Wellington	South Africa	InterContinental Hotel Wellington	Porirua Park
	Sweden	NZCIS Accommodation Wellington	NZ Campus of Innovation & Sport
Christchurch	Costa Rica	Distinction Christchurch Hotel	Ngā Puna Wai Sports Hub
	Japan	Rydges Latimer Christchurch	Christchurch Stadium
Dunedin	Switzerland	Distinction Dunedin Hotel	Tahuna Park

Under FIFA's rules, teams were able to occupy their team base camps from five days before their first match, but for both the POT and the main tournament several teams arrived earlier and trained at different venues. Several teams requested services that were additional to the FIFA standard service which had a significant impact on Auckland in particular.

In addition to the team base camps, match Host Cities also had Venue Specific Training Sites which teams were required to use on match day minus 1. In Auckland these were North Harbour Stadium and Waitākere Stadium.

³⁴ Spain relocated to Wellington midway through the tournament.



3.3 Ticketing

A total of 2.04 million match tickets were issued across the tournament at an average of 31,814 tickets per match. The 29 matches hosted in New Zealand accounted for 37% of ticket issuances (744,236) and the 35 matches hosted in Australia accounted for the remaining 63% (1,291,861). The average number of tickets issued per match in New Zealand was 25,663 compared with 36,910 in Australia.

Table 25: Summary of FWWC 2023 ticketing

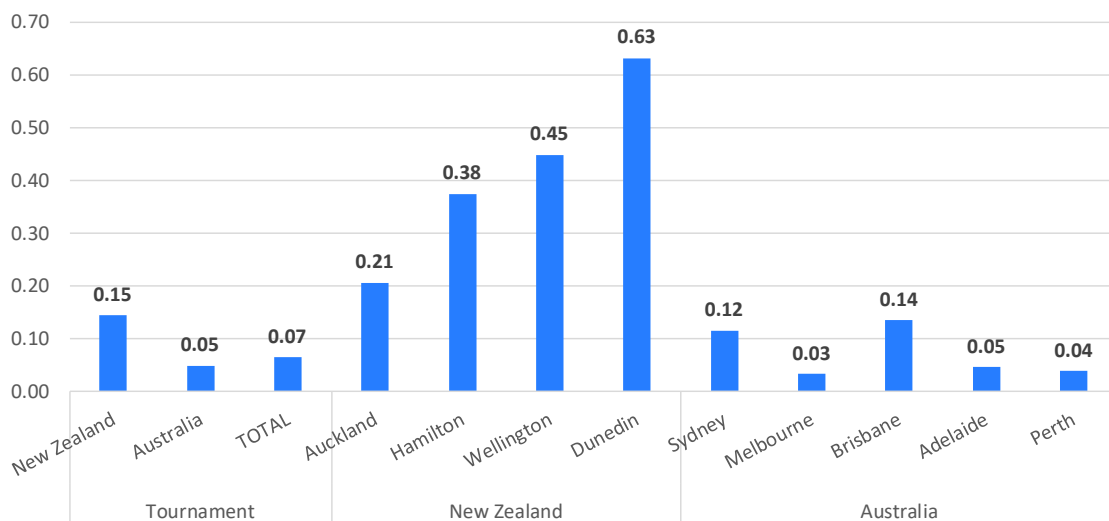
Source: FIFA

Host City	Matches	Tickets issued	Share of tickets issued	Average tickets issued per match
Auckland	9	350,719	17%	38,969
Hamilton	5	67,489	3%	13,498
Wellington	9	243,645	12%	27,072
Dunedin	6	82,383	4%	13,731
New Zealand	29	744,236	37%	25,663
Sydney	11	611,818	30%	55,620
Melbourne	6	167,700	8%	27,950
Brisbane	8	357,580	18%	44,698
Adelaide	5	66,977	3%	13,395
Perth	5	87,786	4%	17,557
Australia	35	1,291,861	63%	36,910
Tournament	64	2,036,097	100%	31,814

The number of tickets issued per capita was 0.15 for New Zealand matches compared with 0.05 for Australian matches, as shown in Figure 2. The per capita issuance rates in New Zealand ranged between 0.21 in Auckland and 0.63 in Dunedin. The highest per capita issuance rate in Australia was Brisbane at 0.14.

Figure 2: Number of tickets issued per capita

Source: FIFA, Stats NZ, Australian Bureau of Statistics





3.4 Government investment

Planning and delivering FWWC 2023 required a considerable investment of time and/or money from a wide range of central and local government agencies. This investment began soon after New Zealand was awarded co-hosting rights in 2020 and extended beyond the conclusion of FWWC 2023 in August 2023. The following central and local government agencies played some role in the planning and/or delivery of FWWC 2023.

Table 26: Central and local government agencies involved in FWWC 2023 planning and/or delivery

Source: MBIE, Fresh Info

Central government agencies	Local government agencies
Aviation Security Service	
CERT NZ	Auckland
Civil Aviation Authority	Auckland Council
Combined Threat Assessment Group	Tātaki Auckland Unlimited
Department of Conservation	Auckland Transport
Department of Internal Affairs	Eke Panuku
Department of the Prime Minister and Cabinet	
Fire and Emergency New Zealand	Hamilton
Ministry of Business, Innovation and Employment	H3 Group
Ministry for Culture and Heritage	Hamilton City Council
Ministry for Ethnic Communities	
Ministry for Pacific Peoples	Tauranga
Ministry for Women	Tauranga City Council
Ministry of Education	
Ministry of Foreign Affairs and Trade	Palmerston North
Ministry of Health	Palmerston North City Council
Ministry of Primary Industries	
Ministry of Transport	Wellington
Ministry of Youth Development	WellingtonNZ
National Emergency Management Agency	Wellington City Council
New Zealand Customs Service	
New Zealand Defence Force	Christchurch
New Zealand Police	ChristchurchNZ
New Zealand Story	Christchurch City Council
New Zealand Trade and Enterprise	
Sport NZ	Dunedin
Te Taura Whiri I te reo Māori	Dunedin City Council
Te Whatu Ora	
Tertiary Education Council	
Tourism New Zealand	
Waka Kotahi	
WorkSafe New Zealand	



In aggregate these agencies invested \$101.1 million in FWWC 2023-related initiatives – as shown in Table 27 – with central government agencies contributing \$64.9 million (64.2%) and local government agencies the remaining \$36.1 million (35.8%). Around 73.5% of government investment was directed to core delivery expenses and 26.5% to leverage and legacy initiatives.

Table 27: Central and local government investment in FWWC 2023

Source: All relevant central and local government agencies

	Central government	Local government	TOTAL	Share
Core delivery expense ³⁵	\$42.1	\$32.1	\$74.3	73.5%
Leverage and legacy	\$22.8	\$4.0	\$26.8	26.5%
TOTAL	\$64.9	\$36.1	\$101.1	100.0%
Share	64.2%	35.8%	100.0%	

Auckland’s direct contribution to government investment in FWWC 2023 was \$21.9 million through initiatives funded by Auckland Council and its subsidiaries. For the purposes of the CBA, \$21.5 million of central government’s investment in FWWC 2023 has been allocated as a cost to Auckland taxpayers based on Auckland’s share of national population.³⁶ Auckland’s overall contribution to government investment in FWWC 2023 for the purposes of this evaluation was therefore \$43.3 million (\$21.9 million of direct investment by Auckland Council and its subsidiaries plus a \$21.5 million allocation of central government investment). This cost is included in ‘Government costs’ in the CBA. Auckland’s contribution of \$43.3 million was equivalent to 42.9% of total investment in FWWC 2023 by government agencies in New Zealand.

Table 28: Auckland contribution to government investment in FWWC 2023

Source: Relevant central and local government agencies

	Central government	Local government	TOTAL	Share
Auckland contribution	\$21.5	\$21.9	\$43.3	42.9%
Rest of NZ contribution	\$43.4	\$14.3	\$57.7	57.1%
TOTAL	\$64.9	\$36.1	\$101.1	100.0%
Auckland share	33.1%	60.5%	42.9%	

³⁵ Core delivery expenses are expenses required to meet FIFA requirements and/or deliver the essential (non-discretionary) components of the event. This may differ from how some government agencies categorised their expenditure.

³⁶ This is standard practice within the Event Economics evaluation methodology.



4 Event attendance

4.1 Attendance profile

This section presents estimates of the number of people who attended FWWC 2023 events in person in New Zealand and Auckland. This includes people who attended a FWWC 2023 match and/or visited a FFF site in New Zealand. Each attendee is counted only once, even if they interacted with the event multiple times. All FWWC 2023 attendees have been allocated to one of the following groups for presentation purposes:

- FIFA and Host City – FIFA Zurich staff and contractors, Local FIFA Subsidiary New Zealand (LFS New Zealand) staff and contractors, Local FIFA Subsidiary Australia (LFS Australia), core Host City staff, and match officials;³⁷
- Teams – FWWC 2023 players and team staff;
- Broadcast and media staff and contractors – Media Rights Licensees (MRLs) and independent media;
- Volunteers – all FIFA and Host City volunteers; and
- Spectators - people not involved in the delivery of the event who attended a FWWC 2023 match and/or visited a FFF site in New Zealand.

4.1.1 National attendance profile

A total of 258,547 people attended FWWC 2023 in person in New Zealand. Over 98% (254,753) of the 258,547 FWWC 2023 attendees were spectators, with volunteers being the next largest group at 1,582.

Of the 258,547 attendees, 87.5% were New Zealand residents and the remaining 12.5% were international visitors.

It is important to note that not all international visitors who attended FWWC 2023 travelled to New Zealand because of FWWC 2023 – some were visiting New Zealand for other reasons and chose to experience FWWC 2023 while they were here.

Table 29: Count and composition of unique FWWC 2023 attendees (counting each person only once)

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	New Zealand residents	International visitors	TOTAL	Share
FIFA and Host City	280	328	608	0.2%
Teams	45	816	861	0.3%
Broadcast & media	136	607	743	0.3%
Volunteers	1,543	39	1,582	0.6%
Spectators	224,286	30,467	254,753	98.5%
TOTAL	226,290	32,257	258,547	100.0%
Share	87.5%	12.5%	100.0%	

³⁷ FIFA pre-visits are included in these counts but were lower than expected due to COVID-19.



4.1.2 Attendance profile for Auckland

A total of 147,028 people attended FWWC 2023 in person in Auckland. This figure counts each attendee only once, even if they interacted with the event multiple times. The spectator counts reported in this evaluation are therefore lower than the sum of reported attendances at Eden Park (circa 340,000) and the FFF (circa 91,000).

Around 98% (144,572) of the 147,028 FWWC 2023 attendees were spectators, with teams being the next largest group at 765.

Of the 147,028 overall attendees, 67.6% were from Auckland, 13.2% were from elsewhere in New Zealand, and the remaining 19.2% were from overseas (international visitors).

It is important to note that not all domestic and international visitors who attended FWWC 2023 travelled to Auckland because of FWWC 2023 – some were visiting Auckland for other reasons and chose to experience FWWC 2023 while they were there. This is discussed further in Section 5.2.

Table 30: Count and composition of FWWC 2023 attendees in Auckland (counting each person only once)

Sources: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Auckland residents	Domestic visitors	International visitors	TOTAL	Share
FIFA and Host City	213	26	199	438	0.3%
Teams	0	45	720	765	0.5%
Broadcast & media	78	4	578	660	0.4%
Volunteers	575	13	5	593	0.4%
Spectators	98,564	19,351	26,657	144,572	98.3%
TOTAL	99,430	19,439	28,159	147,028	100.0%
Share	67.6%	13.2%	19.2%	100.0%	

4.2 Match spectators

Match spectators are spectators that attended FWWC 2023 matches at Eden Park. These attendees accounted for a large share of the overall attendee count and were therefore an important segment from an evaluation perspective. Hosting nine matches gave local, domestic, and international spectators multiple opportunities to attend matches in Auckland. The results below are based on a post-event online survey of 3,611 match spectators in Auckland.

Questions regarding accessibility and family friendliness were unable to be included in the post-event survey of match spectators due to constraints imposed by FIFA but were included in the FIFA Fan Festival spectator and volunteer surveys.

4.2.1 Value received by FWWC 2023 match spectators

Understanding the value to Auckland residents of being able to experience FWWC 2023 in person is a critical part of estimating the social impact of FWWC 2023. This was estimated by including the following question in the post-event survey of spectators:

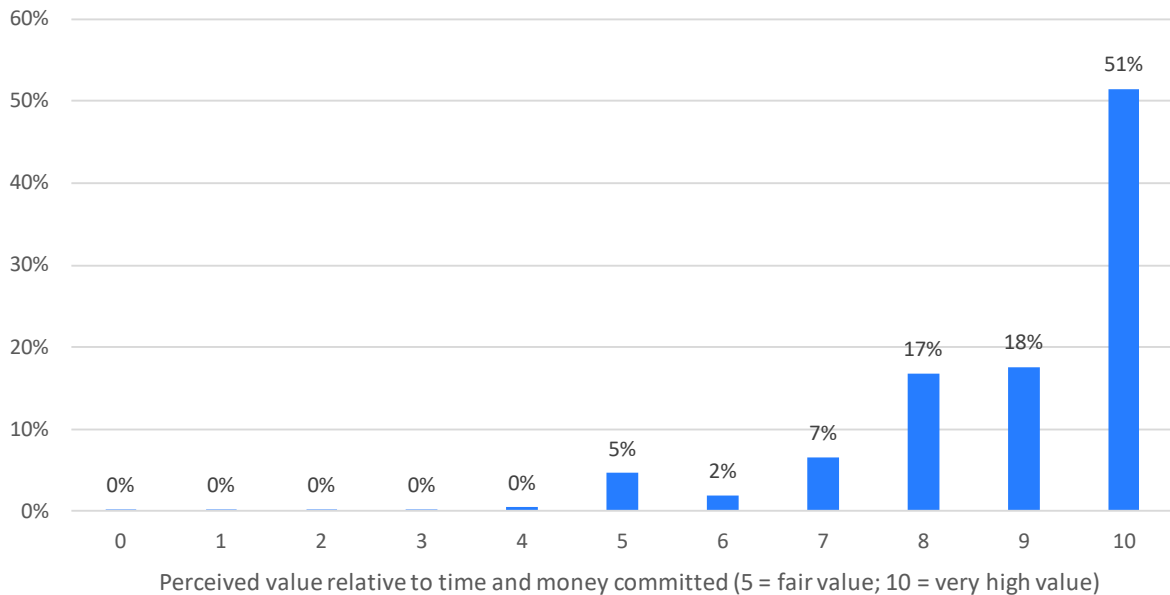
“How would you describe the value you gained from your FIFA Women’s World Cup 2023 experiences relative to the time and money you committed to them?”



Respondents who attended a FWWC 2023 event in Auckland were presented with a value scale of 0 – 10 where 0 is equivalent to “very low value”, 5 is equivalent to “fair value”, and 10 is equivalent to “very high value”. Almost 100% of respondents who attended a FWWC 2023 event in Auckland reported receiving “fair value” (5) or higher and 51% reported “very high value” (10), with an average score of 8.9 out of 10. This indicates that the value derived by an average spectator comfortably exceeded the value of the time and money they invested in the event and provides strong evidence of a positive and significant social value (consumer surplus) for spectators. These results are used to estimate the social value accruing to spectators in Section 6. Relevant benchmarks for this measure are provided in Appendix 3. These show that the FWWC 2023 average score of 8.9 was higher than the average scores for Rugby World Cup 2021 (8.7), 2022 Women’s Cricket World Cup (8.4) and the 36th America’s Cup (7.6).

Figure 3: Value to match spectators relative to the time and money committed to FWWC 2023

Source: Post-event survey of match spectators



4.2.2 Match spectator satisfaction

A series of satisfaction questions were included in the post-event survey of match spectators to determine the effectiveness of various components of the event. Respondents were presented with the list of responses shown in Figure 4 below and were asked:

“How satisfied were you with the following aspects of the FIFA Women’s World Cup 2023?”

The results in Figure 4 show the percentage of respondents who attended a FWWC 2023 event in Auckland who were satisfied or very satisfied with each component of the event. Overall satisfaction was very high, with 97% of respondents being satisfied or very satisfied with their overall FWWC 2023 experience. The components respondents were most satisfied with were:

- ease of getting to and from FWWC 2023 matches (92%)
- safety and security in and around FWWC 2023 venues (91% compared with 99% for Rugby World Cup 2021 and 88% for the 36th America’s Cup).

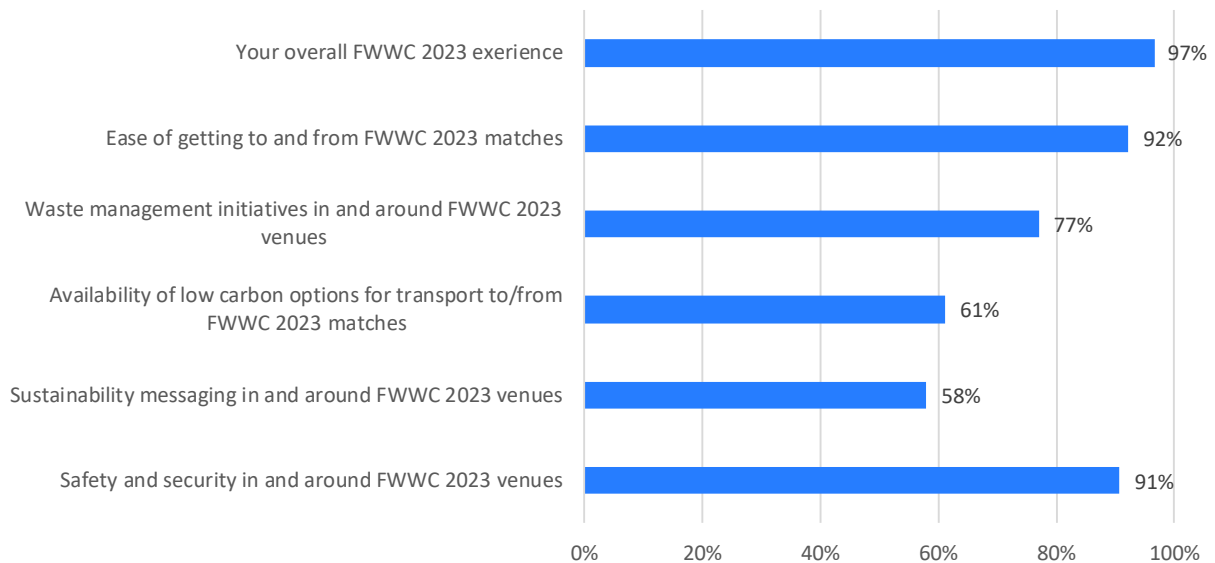


The components respondents were least satisfied with were:

- sustainability messaging in and around FWWC 2023 venues (58% compared with 53% for the 36th America’s Cup)
- availability of low carbon options for transport to/from FWWC 2023 venues (61%).

Figure 4: Match spectator satisfaction with key elements of FWWC 2023

Source: Post-event survey of match spectators



The following question was included in the post-event survey of match spectators to calculate a Net Promoter Score³⁸:

“How likely would you be to recommend the FIFA Women’s World Cup 2023 to other people?”

Respondents who attended a FWWC 2023 event in Auckland were presented with an 11-point scale of 0 (extremely unlikely) to 10 (extremely likely). Those scoring 6 or less are classified as “Detractors”, 7 or 8 as “Neutrals”, and 9 or 10 as “Promoters”. The Net Promoter Score of 76 was calculated by subtracting the percentage of respondents who were Detractors (4%) from the percentage who were Promoters (80%).

A Net Promoter Score (NPS) of 76 would be considered very high in the commercial world and benchmarks well against companies like Apple (50) and Google (45).³⁹ Other relevant benchmarks are provided in Appendix 3. These show that the FWWC 2023 NPS of 76 was higher than the NPS for Rugby World Cup 2021 (68), 2022 Women’s Cricket World Cup (64), the 36th America’s Cup (53), and the median NPS for all sports events hosted in Auckland involving at least 10,000 attendees (44)⁴⁰.

³⁸ A Net Promoter Score is a widely used customer loyalty and satisfaction measurement that lies between -100 and 100. A score of 100 indicates that 100% of people are likely to recommend the good, service or experience in question to others.

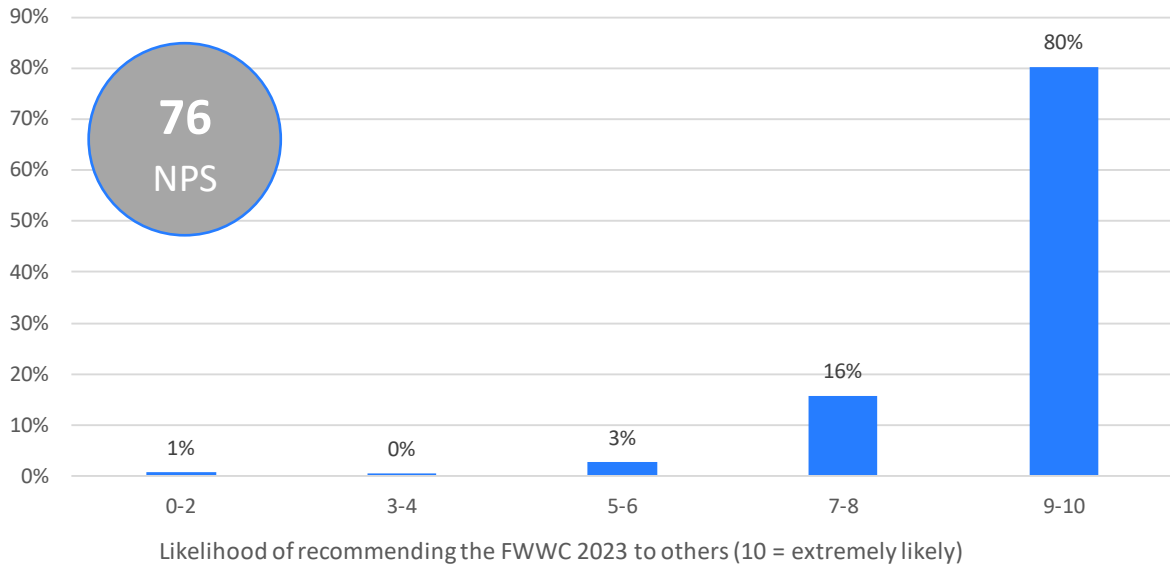
³⁹ Net Promoter Scores sourced from <https://www.comparably.com/brands/google>.

⁴⁰ Based on events evaluated using Event Economics.



Figure 5: Likelihood of match spectators recommending FWWC 2023 matches to other people

Source: Post-event survey of match spectators



4.2.3 Impact on match spectator civic pride and liveability

Questions were included in the post-event survey of match spectators to assess the impact of hosting FWWC 2023 on Auckland residents' pride and liveability. Respondents who lived in Auckland were asked how strongly they agreed with the statements presented in Table 31. The results showed that:

- 90% of match spectators living in Auckland thought that hosting FWWC 2023 increased their pride in Auckland, compared with 91% for Rugby World Cup 2021, 88% for 2022 Women's Cricket World Cup, 89% for the 36th America's Cup, and 83% for all sports events hosted in Auckland involving at least 10,000 attendees⁴¹ (see Appendix 3).
- 90% of match spectators living in Auckland thought that hosting FWWC 2023 made Auckland a more enjoyable place to live, compared with 93% for Rugby World Cup 2021, 94% for 2022 Women's Cricket World Cup, 85% for the 36th America's Cup, and 87% for all sports events hosted in Auckland involving at least 10,000 attendees⁴² (see Appendix 3).

Table 31: Impact of hosting FWWC 2023 on resident pride and liveability

Source: Post-event survey of match spectators

Statements presented to respondents	Share of respondents who agreed or strongly agreed
Hosting the FWWC 2023 increases my pride in Auckland	90%
Hosting the FWWC 2023 makes Auckland a more enjoyable place to live	90%

⁴¹ Based on events evaluated using Event Economics.

⁴² Based on events evaluated using Event Economics.



4.2.4 Impact on visiting match spectator perceptions of Auckland

Questions were included in the post-event survey of match spectators to assess the impact of hosting FWWC 2023 on visitor perceptions of Auckland. These questions could only be presented to New Zealand residents due to survey design constraints and are therefore not directly comparable with similar results for FIFA Fan Festival spectators or volunteers. New Zealand residents who lived outside Auckland were asked how strongly they agreed with the statements presented in Table 32. The results showed that:

- 23% of domestic match spectators living outside Auckland agreed that attending the FWWC 2023 improved their perception of Auckland as a place to live.
- 42% of domestic match spectators living outside Auckland agreed that attending the FWWC 2023 improved their perception of Auckland as a place to visit.
- 18% of domestic match spectators living outside Auckland agreed that attending the FWWC 2023 improved their perception of Auckland as a place to do business.

Table 32: Impact of hosting FWWC 2023 on domestic visitor perceptions of Auckland

Source: Post-event survey of match spectators

Statements presented to respondents	Share of respondents who agreed or strongly agreed
Attending the FWWC 2023 has improved my perception of Auckland as a place to live	23%
Attending the FWWC 2023 has improved my perception of Auckland as a place to visit	42%
Attending the FWWC 2023 has improved my perception of Auckland as a place to do business	18%

4.2.5 Cultural impact on match spectators

Having a strong Māori cultural theme running through FWWC 2023 was a shared objective between LFS New Zealand, MBIE, Host Cities, and mana whenua. This covered all major touchpoints including stadia, FFF sites, and media content delivered to domestic and international audiences. To evaluate the effectiveness of these initiatives, questions were included in the post-event survey of match spectators to determine whether respondents felt there was a strong Māori cultural theme within the event.

The survey results showed that 75% of match spectators in Auckland felt there was a strong Māori cultural theme running through the event compared with benchmarks of 93% for Rugby World Cup 2021 and 57% for the 36th America's Cup (see Appendix 3). These results are repeated in Section 5.8 - Cultural Outcomes.



4.2.6 Impact on visibility and perception of women's sport

A key government objective of co-hosting the FWWC 2023 was “increasing the visibility of, and value placed on, women in sport and wider society”.⁴³ The empowerment of women was also at the heart of Auckland’s vision, mission, and principles for FWWC 2023. Evidence from post-event surveys of match spectators indicates that these objectives were achieved:

- 97% of Auckland resident match spectators agreed that FWWC 2023 has increased the visibility of women’s sport in New Zealand (compared with 99% for Rugby World Cup 2021).
- 86% of Auckland resident match spectators agreed that FWWC 2023 has improved their understanding and appreciation of women’s sport in New Zealand (compared with 99% for Rugby World Cup 2021).

Further analysis and commentary are provided in Section 5.9.

4.3 FIFA Fan Festival spectators

Each Host City created a vibrant destination in a central location called the FIFA Fan Festival (FFF) that fans could visit free-of-charge. All FFF’s had big screens to watch matches on, as well as providing live entertainment, food and beverage, activities, and local cultural experiences. The FFF in Auckland was located at The Cloud on Queen’s Wharf, in the heart of the CBD. Around 91,000 fans visits were recorded at the FFF between 21 July and 20 August.

A post-event survey of FFF visitors (FFF spectators) was conducted using email addresses collected at the FFF. Some of the questions in the survey were directly related to the FFF, while others were related to the FWWC 2023 more generally.

Around 88% of Auckland FFF spectators also attended FWWC 2023 matches in Auckland, so there was a high degree of overlap between match spectators and FFF spectators. The responses to FFF-specific questions presented in this section are reported for the entire FFF spectator population, while the responses to general FWWC 2023 questions are limited to FFF spectators who did not attend any FWWC 2023 matches in Auckland. This ensures that responses to general FWWC 2023 questions are primarily in relation to the FFF spectator experience.

The overlap between match spectators and FFF spectators is one of the reasons that the overall spectator count in this evaluation is lower than the sum of reported attendances at Eden Park (circa 340,000) and the FFF (circa 91,000). The other reason is that some spectators attended the FFF and/or matches in Auckland multiple times.

There are no direct benchmarks available for the FFF, but FFF results have been compared against general spectator results from comparable events in Appendix 3.

⁴³ Puawānanga Outcomes Framework, Maximizing the impacts and benefits of FIFA Women’s World Cup 2023 for Aotearoa New Zealand.



4.3.1 FFF spectator satisfaction

The results of the post-event survey show that 93% of FFF spectators were satisfied or very satisfied with their overall FFF experience. The aspects of the FFF that attendees were most satisfied with were:

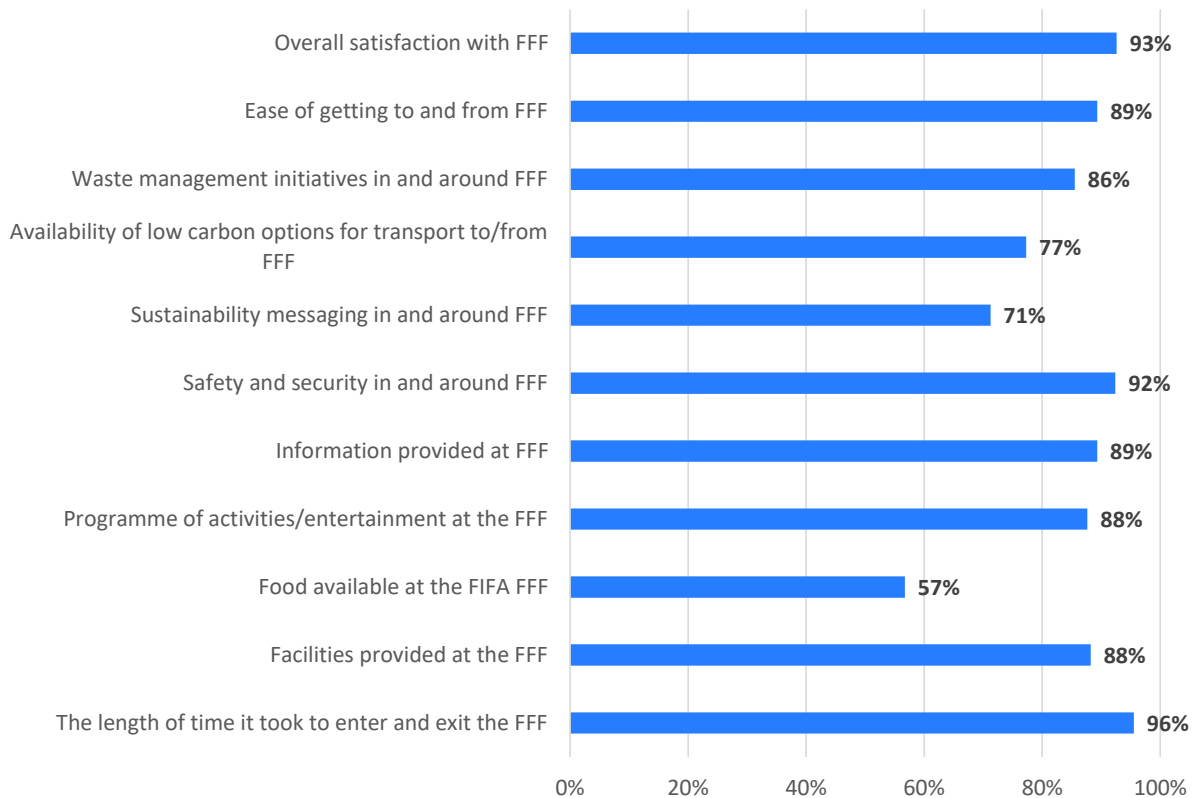
- The length of time it took to enter/exit the FFF – 96%
- Safety and security in and around the FFF – 92%
- Ease of getting to and from the FFF – 89%
- Information provided at the FFF – 89%
- The programme of activities/entertainment – 88%
- Facilities provided – 88%

The aspects of the FFF that attendees were least satisfied with were:

- The food available – 57%
- Sustainability messaging in/around the FFF – 71%
- Availability of low carbon transport options for transport to/from the FFF – 77%

Figure 6: Satisfaction with various aspects of the FFF

Source: Survey of FFF spectators



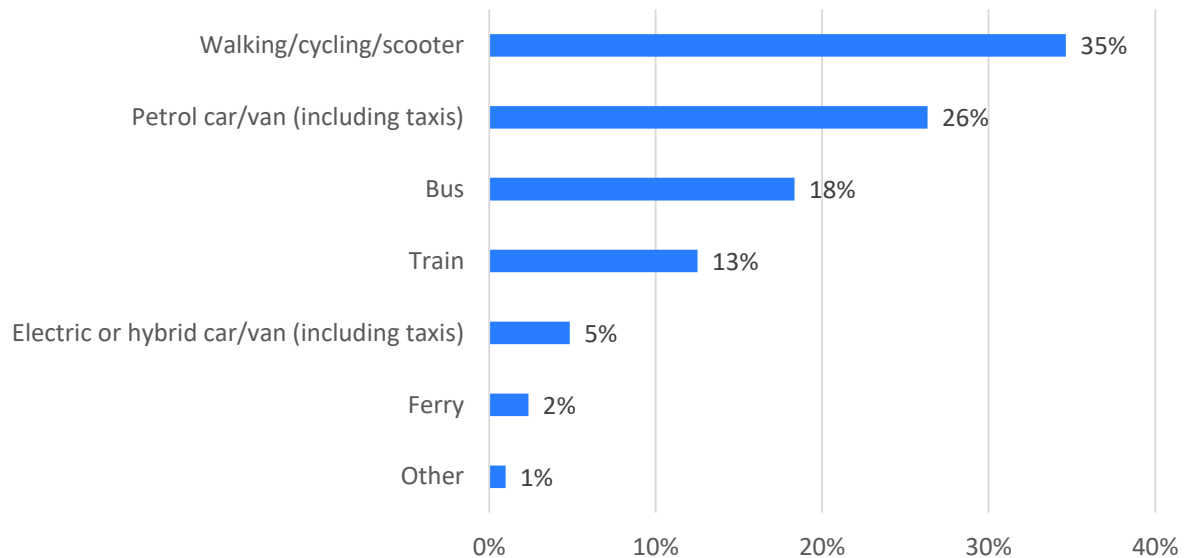


4.3.2 Main transport mode used to visit the FFF

Walking/cycling/scooter was the most popular mode of transport used to visit the FFF (35% of attendees), followed by petrol cars/vans at 26%, buses at 18%, trains at 13%, and electric or hybrid cars/vans at 5%. The public transport share (buses, trains, and ferries) was around 33%.

Figure 7: Main transport mode used to visit the FFF

Source: Survey of FFF spectators



4.3.3 Other FFF spectator perceptions

The results in this section are for general questions about FWWC 2023 that were (a) included in the FFF spectator survey; and (b) answered by Auckland FFF spectators who did not attend any FWWC 2023 matches in Auckland. The results are therefore assumed to primarily represent perceptions regarding the Auckland FFF. The results showed that:

- **Cultural** - 59% of FFF spectators felt that there was a strong Māori cultural theme running through the FFF compared with 75% for match spectators.
- **Accessibility** - 5% of FFF spectators had a long-term physical, mental, intellectual, or sensory impairment/disability. Of these people, 89% felt that their accessibility needs were met.
- **Family friendly** – 42% of FFF spectators attended the FFF with children. Of these people, 95% felt that the FFF provided a good experience for children.
- **Resident pride** – 88% of Auckland resident FFF spectators agreed that hosting events like the FWWC 2023 increases their pride in Auckland compared with 90% for match spectators.
- **Resident liveability** – 88% of Auckland resident FFF spectators agreed that hosting events like the FWWC 2023 makes Auckland a more enjoyable place to live compared with 90% for match spectators.
- **Visitor perceptions**
 - 73% of FFF spectators from outside Auckland agreed that their FWWC 2023 experience improved their perception of Auckland as a place to live.
 - 86% of FFF spectators from outside Auckland agreed that their FWWC 2023 experience improved their perception of Auckland as a place to visit.



- 55% of FFF spectators from outside Auckland agreed that their FWWC 2023 experience improved their perception of Auckland as a place to do business.
- The Net Promoter Score (NPS)⁴⁴ among FFF spectators was 70 compared with 76 for match spectators.
- The average ‘perceived value’ score⁴⁵ was 7.7 out of 10 compared with 8.9 for match spectators.
- 94% of FFF spectators agreed that FWWC 2023 has increased the visibility of women’s sport in New Zealand.
- 89% of FFF spectators agreed that FWWC 2023 has improved their understanding and appreciation of women’s sport in New Zealand.

4.4 Volunteers

LFS New Zealand ran a single volunteer programme for the Tournament, with specific Host City delivery areas for the Last Mile around the stadium on match days and at the FFF. In addition to the FIFA Volunteer Programme, football clubs contributed to a significant number of volunteer hours to club upgrades and readying facilities for FWWC 2023. According to a survey conducted by Tātaki Auckland Unlimited, football clubs reported 6,300 volunteer hours across the programme. Many clubs also contributed input/support from paid administrators.

All volunteers played a critical role in the delivery of FWWC 2023 in Auckland. The results below are based on a post-event online survey of 181 people who were part of the official FIFA Volunteer Programme in Auckland.

4.4.1 Value received by FWWC 2023 volunteers

Understanding the value to Auckland residents of being able to experience FWWC 2023 in person is a critical part of estimating the social impact of FWWC 2023. This was estimated by including the following question in the post-event survey of volunteers:

“How would you describe the value you gained from your FIFA Women’s World Cup 2023 experiences relative to the time and money you committed to them?”

Respondents who volunteered in Auckland were presented with a value scale of 0 – 10 where 0 is equivalent to “very low value”, 5 is equivalent to “fair value”, and 10 is equivalent to “very high value”. Around 98% of respondents who volunteered in Auckland reported receiving “fair value” (5) or higher and 48% reported “very high value” (10), with an average score of 8.7 out of 10. This indicates that the value derived by an average volunteer comfortably exceeded the value of the time and money they invested in the event and provides strong evidence of a positive and significant social value (consumer surplus) for spectators. These results are used to estimate the social value accruing to spectators in Section 6. Relevant benchmarks for this measure are provided in Appendix 3. These show that the FWWC 2023 average score for volunteers of 8.7 was higher than the average scores for Rugby World Cup 2021 (8.3), 2022 Women’s Cricket World Cup (8.0) and 36th America’s Cup (7.8).

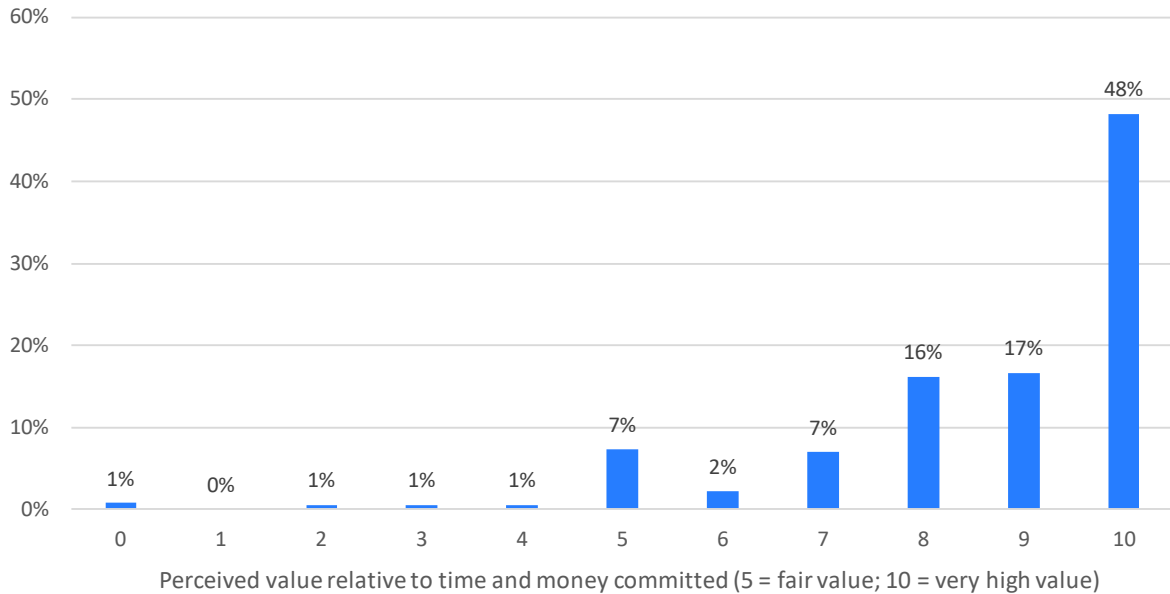
⁴⁴ The method used to calculate the NPS is described on page 29.

⁴⁵ The method used to calculate the NPS is described on page 28.



Figure 8: Perceived value to volunteers relative to the time and money committed to FWWC 2023

Source: Post-event survey of volunteers



4.4.2 Volunteer satisfaction

A series of satisfaction questions were included in the post-event survey of volunteers to determine the effectiveness of various aspects of their volunteering experience. Respondents were presented with the list of responses shown in Figure 9 below and were asked:

“How satisfied were you with the following aspects of your volunteering experience at the FWWC 2023?”

The results in Figure 9 show the percentage of people who volunteered in Auckland who were satisfied or very satisfied with each aspect of their volunteering experience.

Overall satisfaction was very high, with 96% of respondents being satisfied or very satisfied with their overall FWWC 2023 volunteering experience. The components respondents were most satisfied with were:

- safety and security in and around FWWC 2023 events (91% compared with 99% for Rugby World Cup 2021 and 93% for the 36th America’s Cup)
- ease of getting to and from volunteering shifts (88%).

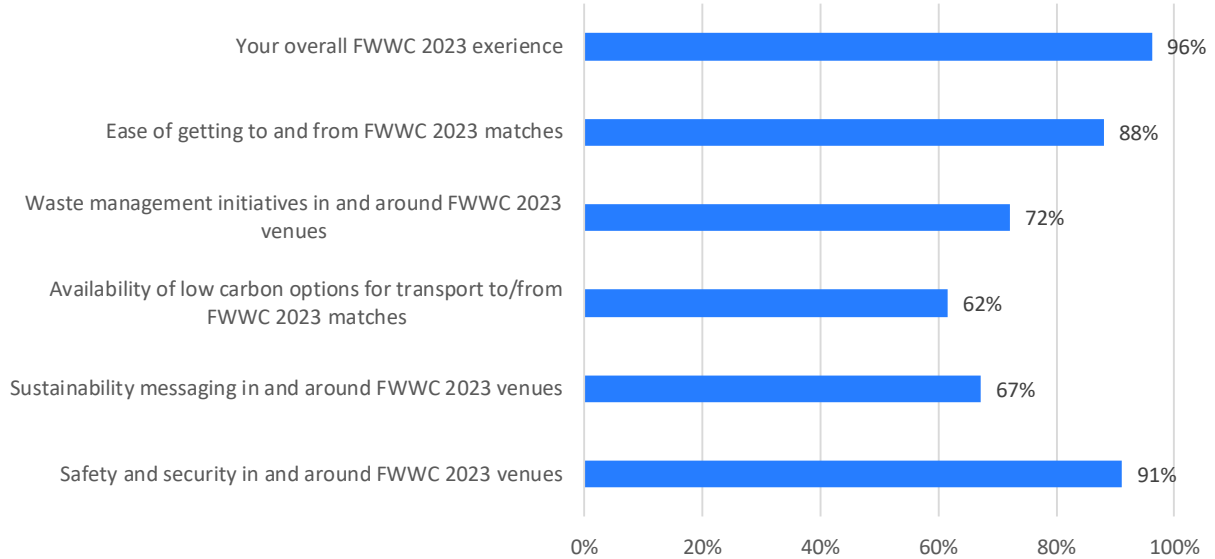
The components respondents were least satisfied with were:

- availability of low carbon options for transport to/from FWWC 2023 events (62%)
- sustainability messaging in and around FWWC 2023 venues (67% compared with 70% for the 36th America’s Cup).



Figure 9: Volunteer satisfaction with key elements of FWWC 2023

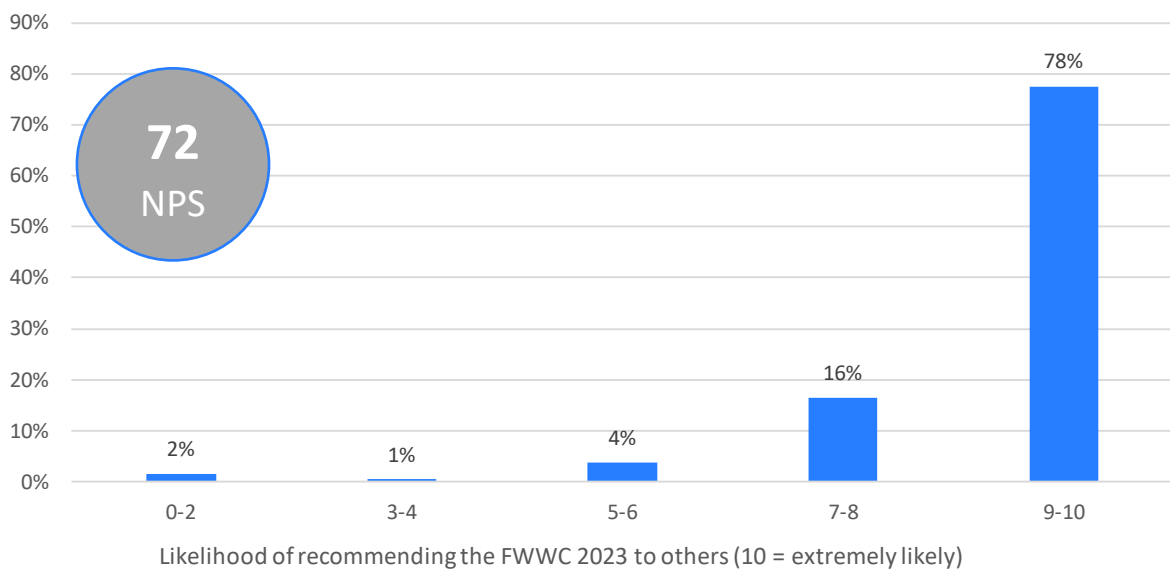
Source: Post-event survey of volunteers



A question was included in the post-event survey of volunteers to calculate a Net Promoter Score (see definition on page 29). Respondents were asked on a scale of 0 – 10 “How likely would you be to recommend volunteering at the FWWC 2023 to other people?”. Those scoring 6 or less were classified as “Detractors”, 7 or 8 as “Neutrals”, and 9 or 10 as “Promoters”. The Net Promoter Score of 72 was then calculated by subtracting the percentage of respondents who were Detractors (6%) from the percentage who were Promoters (78%). A Net Promoter Score of 72 would be very good for a business (Apple’s Net Promoter Score is 50 and Google’s is 45). Other relevant benchmarks are provided in Appendix 3. These show that the FWWC 2023 NPS of 72 was higher than the NPS for the 2022 Women’s Cricket World Cup (45) and the 36th America’s Cup (49).

Figure 10: Likelihood of recommending volunteering at a FWWC to others

Source: Post-event survey of volunteers





4.4.3 Impact on volunteer civic pride and liveability

Questions were included in the post-event survey of volunteers to assess the impact of hosting FWWC 2023 on their civic pride and liveability. Respondents who lived in Auckland were asked how strongly they agreed with the statements presented in Table 30. The results showed that:

- 95% of volunteers living in Auckland thought that hosting FWWC 2023 increased their pride in Auckland, compared with 92% for Rugby World Cup 2021, 93% for 2022 Women’s Cricket World Cup, and 89% for the 36th America’s Cup (see Appendix 3).
- 96% of volunteers living in Auckland thought that hosting FWWC 2023 made Auckland a more enjoyable place to live, compared with 90% for Rugby World Cup 2021, 82% for 2022 Women’s Cricket World Cup, and 81% for the 36th America’s Cup (see Appendix 3).

Table 33: Impact of hosting FWWC 2023 on volunteer pride and liveability

Source: Post-event survey of volunteers

Statements presented to respondents	Share of volunteer respondents who agreed or strongly agreed
Hosting the FWWC 2023 increases my pride in Auckland	95%
Hosting the FWWC 2023 makes Auckland a more enjoyable place to live	96%

4.4.4 Impact on visiting volunteer perceptions of Auckland

Questions were included in the post-event survey of volunteers to assess the impact of hosting FWWC 2023 on visitor perceptions of Auckland. Volunteers who lived elsewhere in New Zealand or overseas were asked how strongly they agreed with the statements presented in Table 34. The results showed that:

- 51% of volunteers living outside Auckland agreed that volunteering at the FWWC 2023 improved their perception of Auckland as a place to live.
- 51% of volunteers living outside Auckland agreed that volunteering at the FWWC 2023 improved their perception of Auckland as a place to visit.
- 39% of volunteers living outside Auckland agreed that volunteering at the FWWC 2023 improved their perception of Auckland as a place to do business.

Table 34: Impact of hosting FWWC 2023 on visitor perceptions of Auckland

Source: Post-event survey of volunteers

Statements presented to respondents	Share of respondents who agreed or strongly agreed
Volunteering at FWWC 2023 has improved my perception of Auckland as a place to live	23%
Volunteering at FWWC 2023 has improved my perception of Auckland as a place to visit	42%
Volunteering at FWWC 2023 has improved my perception of Auckland as a place to do business	18%



4.4.5 Accessibility of volunteer programmes

Accessibility was an important consideration when designing the volunteer programmes, so a question was included in the post-event volunteer survey asking respondents:

“Do you have a long-term physical, mental, intellectual or sensory impairment/disability?”

Around 6% of respondents who volunteered in Auckland answered ‘Yes’ to this question. A follow-up question was then presented to these respondents asking them:

“Were your impairment/disability needs met as a volunteer?”

Around 90% of respondents who reported having a long-term physical, mental, intellectual, or sensory impairment/disability said their needs were met as a volunteer, compared with 81% for the 36th America’s Cup.

Table 35: Accessibility of volunteer programmes

Source: Post-event survey of volunteers

Measure	Share of respondents
Share of respondents with a long-term physical, mental, intellectual, or sensory impairment/disability	6%
Share of respondents whose impairment/disability needs were met as a volunteer	90%

4.4.6 Cultural impact on volunteers

Having a strong Māori cultural theme running through FWWC 2023 was a shared objective between LFS New Zealand, MBIE, Host Cities, and mana whenua. This covered all major touchpoints including stadia, FFF sites, and media content delivered to domestic and international audiences. To evaluate the effectiveness of these initiatives, questions were included in the post-event survey of volunteers to determine whether respondents felt there was a strong Māori cultural theme within the event.

The survey results showed that 77% of volunteers in Auckland who responded to the survey felt there was a strong Māori cultural theme running through the event compared with benchmarks of 96% for Rugby World Cup 2021 and 74% for the 36th America’s Cup (see Appendix 3). These results are repeated in Section 5.8 - Cultural Outcomes.

4.4.7 Impact on visibility and perception of women’s sport

Evidence from post-event surveys of volunteers indicates that the government’s objective of “increasing the visibility of, and value placed on, women in sport and wider society” was achieved:

- 99% of Auckland resident volunteers agreed that FWWC 2023 has increased the visibility of women’s sport in New Zealand (compared with 100% for Rugby World Cup 2021).
- 90% of Auckland resident volunteers agreed that FWWC 2023 has improved their understanding and appreciation of women’s sport in New Zealand.

Further analysis and commentary are provided in Section 5.9.



5 Impact on Auckland

This section presents data and commentary on the social, cultural, environmental, and economic impacts of FWWC 2023 on Auckland. It is intended to be as comprehensive as possible, subject to data constraints. The results in this section provide the building blocks for the cost-benefit analysis for Auckland presented in Section 6.

5.1 Event attendance by Auckland residents

One of the key drivers of the social benefit to Auckland of hosting FWWC 2023 is the level of in-person engagement Auckland residents had with the event. More specifically, it enables estimation of the value of the time and money Auckland residents invested in FWWC 2023, as well as the perceived return on that investment.

It is estimated that 99,430 Auckland residents attended FWWC 2023 in person. This figure counts each attendee only once, even if they interacted with the event multiple times, and includes those involved in the event (FIFA and Host City staff and contractors, teams, broadcast/media staff and contractors, volunteers) and spectators (people not involved in the delivery of the event who attended a FWWC 2023 match and/or visited the FFF site in Auckland).

Table 36: Count and composition of unique Auckland resident FWWC 2023 attendees

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Auckland residents	Share
FIFA and Host City	213	0.2%
Teams	0	0.0%
Broadcast & media	78	0.1%
Volunteers	575	0.6%
Spectators	98,564	99.1%
TOTAL	99,430	100.0%

The purpose of this section is to identify the number of Auckland residents who engaged with the event as spectators or volunteers and to understand how much time and money these groups committed to FWWC 2023. Auckland residents were also involved in the delivery of the event as paid employees, but these people are not included in the cost-benefit analysis because it is assumed that the compensation they received is equivalent to the costs incurred. The results of this analysis are used to inform the cost-benefit analysis in Section 6.



5.1.1 Auckland resident spectators

Spectators (matches and FFF) accounted for around 99% of all Auckland resident FWWC 2023 attendees and were therefore an important segment from an evaluation perspective. The 3-week duration of the FWWC 2023 in New Zealand gave residents multiple opportunities to interact with the event e.g., 88% of people who visited the FFF also attended at least one FWWC 2023 match in Auckland.

The average time commitment to in-person FWWC 2023 experiences by Auckland residents was 10.9 hours across the entire event. This excludes time spent watching matches on television.

This is a significant amount of time when scaled across the event population (1.07 million person hours) that had an estimated value of \$11.1 million when combined with value-of-time estimates provided by Waka Kotahi NZ Transport Agency. This is a critical data point for estimating the social value Auckland residents derived from attending FWWC 2023 because it is one of the costs that Auckland resident spectators incurred to access the benefits of attending FWWC 2023.

Another critical data point for estimating social value is the amount of money Auckland resident spectators spent on event-related goods and services. This was estimated by asking respondents in the post-event survey of spectators:

- which event-related goods and services they spent money on
- how much money they spent on those goods and services
- how many people their reported expenditure covered (to avoid double-counting).

The methodology used to collect this information was consistent with the methodology used by MBIE to collect expenditure information from international visitors in its International Visitor Survey. The results showed that Auckland residents spent around \$5.6 million on event-related goods and services excluding FWWC 2023 tickets and merchandise, which are considered in the 'Event operations' section (Section 5.3).

The total value of the time and money invested in FWWC 2023 by Auckland resident spectators was therefore \$16.7 million, comprising a value-of-time cost of \$11.1 million and an event-related expenditure cost (excluding FWWC 2023 tickets and merchandise) of \$5.6 million. Collectively these represent the costs that Auckland resident spectators incurred to access the benefits of attending FWWC 2023, in addition to FWWC 2023 tickets and merchandise.

Table 37: In-person engagement with FWWC 2023 by Auckland resident spectators

Source: Post-event survey of spectators

	Value
Auckland residents	98,564
Average time commitment per Auckland resident (hours)	10.9
Total time commitment by Auckland residents (hours)	1,072,376
Value of time and money commitment by Auckland residents (\$m)	\$16.70
Value of time commitment by Auckland residents	\$11.10
Value of expenditure by Auckland residents	\$5.60



5.1.2 Auckland resident volunteers

Official FIFA volunteers played a critical role in the delivery of FWWC 2023 in Auckland, and around 97% (575) of these people were Auckland residents. The average time commitment to volunteering by Auckland residents was 79.6 hours across the entire event. This is a significant amount of time when scaled across the volunteer population (45,764 person hours) that had an estimated value of \$0.47 million when combined with value-of-time estimates provided by Waka Kotahi NZ Transport Agency. This is a critical data point for estimating the social value Auckland residents derived from volunteering at FWWC 2023 because it is one of the costs that Auckland resident volunteers incurred to access the benefits of hosting FWWC 2023.

Volunteers were also asked how much money they spent on volunteering at FWWC 2023 using the same methodology applied to spectators. The results show that volunteers from Auckland spent around \$0.05 million on event-related goods and services excluding FWWC 2023 tickets and merchandise, which are considered in the 'Event operations' section (Section 5.3).

The total value of the time and money invested in FWWC 2023 by Auckland resident volunteers was therefore \$0.53 million, comprising a value-of-time cost of \$0.47 million and an event-related expenditure cost (excluding FWWC 2023 tickets and merchandise) of \$0.05 million. Collectively these represent the costs that Auckland resident volunteers incurred to access the benefits of hosting FWWC 2023, in addition to FWWC 2023 tickets and merchandise.

Table 38: Engagement by Auckland resident volunteers

Source: Post-event survey of volunteers

	Value
Auckland residents	575
Average time commitment per resident (hours)	79.6
Total time commitment by residents (hours)	45,764
Value of time and money commitment by residents (\$m)	\$0.53
Value of time commitment by residents	\$0.47
Value of expenditure by residents	\$0.05

In addition to the official FIFA Volunteer Programme, football clubs contributed a significant number of volunteer hours to club upgrades and readying facilities for FWWC 2023. According to a survey conducted by Tātaki Auckland Unlimited, football clubs reported volunteering 6,300 hours across the programme. Many clubs also contributed input/support from paid administrators. These contributions have not been included in this evaluation because the data is not compatible with value-of-time methodology used but are noted as non-monetised costs and benefits in Section 6.2.

5.2 Tourism activity in Auckland attributable to FWWC 2023

One of the key drivers of the financial benefit to Auckland of hosting FWWC 2023 was the amount of additional tourism expenditure the event created. Estimating this required a detailed understanding of the domestic and international tourism activity created by FWWC 2023 in Auckland. The visitor activity created by FWWC 2023 was also an important input into the carbon emission estimates in Section 5.4.

The purpose of this section is to identify the number, composition, and tourism behaviour of domestic and international visitors whose main reason for travelling to Auckland was attending FWWC 2023. This excludes domestic and international visitors who attended FWWC 2023 but were not attracted to Auckland by the



event. The exclusion of these attendees means that the visitor numbers presented below are in some cases lower than the unique attendee estimates presented in Section 5.1.

The results of the tourism analysis showed that FWWC 2023 attracted 40,982 visitors to Auckland, comprising 16,848 domestic visitors and 24,134 international visitors. Around 96% of FWWC 2023 visitors to Auckland were spectators. Of the 22,632 international spectators that visited Auckland, 14,820 (65.5%) were from the United States, 2,762 (12.2%) were from Australia, and the remaining 5,050 (22.3%) were from other countries.

It is important to note that some visitors travelled to Auckland more than once to attend FWWC 2023. In such cases the visitor is only counted once (because it is the same visitor each time), but their visitor nights and expenditure are determined cumulatively across the duration of the event (total visitor nights and expenditure across all their visits).

Table 39: Number of people who visited Auckland to attend FWWC 2023

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Domestic visitors	International visitors	TOTAL	Share
FIFA and Host City	26	199	225	0.5%
Teams	45	720	765	1.9%
Broadcast & media	4	578	582	1.4%
Volunteers	13	5	18	0.0%
Spectators	16,760	22,632	39,392	96.1%
TOTAL	16,848	24,134	40,982	100.0%
Share	41.1%	58.9%	100.0%	

Of the 40,982 people who visited Auckland to attend FWWC 2023, it is estimated that 35,044 stayed one or more nights in the region. The remaining visitors made day trips, predominantly from adjacent regions. This day tripping behaviour was primarily observed among spectators.

Table 40: Number of people who stayed overnight in Auckland to attend FWWC 2023

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Domestic visitors	International visitors	TOTAL	Share
FIFA and Host City	26	199	225	0.6%
Teams	45	720	765	2.2%
Broadcast & media	4	578	582	1.7%
Volunteers	5	5	10	0.0%
Spectators	10,830	22,632	33,462	95.5%
TOTAL	10,910	24,134	35,044	100.0%
Share	31.1%	68.9%	100.0%	



The 35,044 people who stayed overnight in Auckland to attend FWWC 2023 generated 175,279 visitor nights in the region. A visitor night is equivalent to one person staying one night in Auckland in any form of private or commercial accommodation.

Table 41: Number of visitor nights spent in Auckland to attend FWWC 2023

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Domestic visitors	International visitors	TOTAL	Share
FIFA and Host City	740	5,283	6,023	3.4%
Teams	886	12,391	13,277	7.6%
Broadcast & media	6	5,312	5,318	3.0%
Volunteers	75	78	153	0.1%
Spectators	27,617	122,891	150,508	85.9%
TOTAL	29,324	145,955	175,279	100.0%
Share	16.7%	83.3%	100.0%	

On average, the 35,044 people who stayed overnight in Auckland to attend FWWC 2023 spent an average of 5 nights in Auckland. However, there was wide variance in average length of stay across attendee groups with attendees from the 'FIFA' segment staying the longest at 26.8 nights – compared with 4.5 nights for spectators.

Table 42: Average length of stay in Auckland per overnight visitor (nights)

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Domestic visitors	International visitors	TOTAL
FIFA and Host City	28.5	26.6	26.8
Teams	19.7	17.2	17.4
Broadcast & media	1.5	9.2	9.1
Volunteers	15.7	15.5	15.6
Spectators	2.6	5.4	4.5
TOTAL	2.7	6.0	5.0

Questions were included in the post-event surveys of spectators and volunteers to assess the impact of hosting FWWC 2023 on visitor perceptions of Auckland as a place to live, visit and work. Respondents were asked how strongly they agreed with the statements presented in Table 43 below. The results showed that:

- 23% of visiting FWWC 2023 spectators and 51% of visiting volunteers agreed or strongly agreed that attending FWWC 2023 improved their perception of Auckland as a place to live.
- 42% of visiting FWWC 2023 spectators and 51% of visiting volunteers agreed or strongly agreed that attending FWWC 2023 improved their perception of Auckland as a place to visit.
- 18% of visiting FWWC 2023 spectators and 39% of visiting volunteers agreed or strongly agreed that attending FWWC 2023 improved their perception of Auckland as a place to do business.

Relevant benchmarks for these measures are provided in Appendix 3.



Table 43: Impact of hosting FWWC 2023 on visitor perceptions

Source: Post-event surveys of spectators and volunteers

Attending FWWC 2023 has improved my perception of Auckland as.....	Spectators who agreed or strongly agreed	Volunteers who agreed or strongly agreed
A place to live	23%	51%
A place to visit	42%	51%
A place to do business	18%	39%

5.3 Additional expenditure in Auckland attributable to FWWC 2023

This section estimates the amount of additional expenditure that occurred in Auckland due to the hosting of FWWC 2023. Expenditure by Auckland residents and businesses is not considered to be additional unless there is a high likelihood it would have been spent outside Auckland in the absence of the event.

Additional expenditure was generated in Auckland through two main channels:

1. The expenditure required to plan and deliver the event (event operations). This includes expenditure by central and local government agencies, and LFS New Zealand. LFS New Zealand’s expenditure was funded through various channels including ticketing revenue, sponsorship revenue, government funding, and direct investment by FIFA Zurich.
2. Expenditure in Auckland by international FWWC 2023 attendees (international visitors). This includes expenditure on traditional tourism goods and services (accommodation, meals, transport, retail shopping etc) as well as expenditure on big-ticket items and/or goods and services that were of a business nature or not for personal consumption.

The estimates of additional expenditure in Auckland due to the hosting of FWWC 2023 are presented below.

5.3.1 Event operations

Financial data provided by FIFA have been combined with expenditure data provided by central and local government agencies to construct the estimates in Table 44. These estimates show that \$193.7 million was spent on the planning and delivery of the New Zealand component of FWWC 2023, with \$112.8 million of this being spent in Auckland.

Analysis of income sources shows that Auckland was the source of \$40.8 million of the income required to fund this expenditure, so event operations resulted in a net inflow of expenditure to Auckland of \$72 million (the difference between what it contributed to income and what it received in expenditure).

Table 44: Additional expenditure in Auckland attributable to FWWC 2023 event operations (\$m)

Source: LFS New Zealand, relevant central and local government agencies

	Auckland	Rest of NZ (excl. Auckland)	Overseas	TOTAL
Source of event operations income	\$40.8	\$50.0	\$102.8	\$193.7
Destination of event operations expenditure	\$112.8	\$80.2	\$0.7	\$193.7
Net inflow/outflow	\$72.0	\$30.1	-\$102.1	\$0.0



5.3.2 Visitors to Auckland

The other major source of financial benefit for Auckland was expenditure by visiting FWWC 2023 attendees. This included FIFA, teams, independent broadcast and media staff, volunteers, and spectators.

Total expenditure in Auckland by visiting FWWC 2023 attendees was \$45.6 million. This included \$40.3 million on traditional tourism goods and services (accommodation, meals, transport, retail shopping etc) and \$5.4 million on goods and services that were of a business nature or not for personal consumption. Spectators were the largest source of expenditure in Auckland at \$34.5 million (75.5% of total expenditure by visiting attendees), followed by FIFA at \$4.8 million (10.5%).

Table 45: Additional expenditure in Auckland by visiting FWWC 2023 attendees (\$m)

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Tourism goods & services	Non-tourism goods & services	TOTAL	Share
FIFA and Host City	\$0.3	\$4.5	\$4.8	10.5%
Teams	\$3.4	\$0.9	\$4.2	9.3%
Broadcast & media	\$2.1	\$0.0	\$2.1	4.7%
Volunteers	\$0.0	\$0.0	\$0.0	0.0%
Spectators	\$34.5	\$0.0	\$34.5	75.5%
TOTAL	\$40.3	\$5.4	\$45.6	100.0%
Share	88.3%	11.7%	100.0%	

5.4 Impact on Auckland’s environment

This section presents indicators of the environmental impact of hosting FWWC 2023 including the amount and value of additional carbon emissions produced, and attendee perceptions of environmental performance.

FIFA had not published its carbon audit at the time of writing so the results in this section are best estimates based on available information and may be subject to change.

5.4.1 Carbon emissions attributable to FWWC 2023

An unintended consequence of a major event like FWWC 2023 is the production of additional greenhouse gases through the travel, tourism, and operational activity they create. Research was conducted to measure the volume and monetary value of additional greenhouse gases caused by FWWC 2023 so they could be included in the cost-benefit analysis in Section 6.

Carbon dioxide (CO₂) is the most prevalent greenhouse gas after water vapour and has therefore become the proxy measure for greenhouse gas emissions. However, CO₂ is only one of many greenhouse gases that are emitted when humans undertake certain activities.⁴⁶ To consider the emission of other greenhouse gases, scientists have developed a measure called carbon dioxide equivalent, or CO₂e. CO₂e allows other greenhouse gas emissions to be expressed in terms of CO₂, based on their relative global warming potential (GWP) e.g., CO₂ has a GWP of 1 and methane has a GWP of approximately 25.

⁴⁶ Other greenhouse gases are methane, nitrous oxide, and ozone – all of which occur naturally in the atmosphere.



Some would argue that the cost of greenhouse gas emissions is already fully internalised in the prices paid for goods and services in New Zealand, because there is a market price for carbon established through New Zealand's Emissions Trading Scheme. At the time of writing, the cost of one tonne of carbon was around NZ\$50.⁴⁷

It is widely accepted that NZ\$50 per tonne is insufficient to cover the actual long-term cost of emitting an additional tonne of CO₂e, otherwise referred to as the Social Cost of Carbon (SCC).⁴⁸ Work undertaken by the New Zealand government indicates that the SCC in 2023 was around \$93.⁴⁹

This suggests that each additional tonne of carbon produced by FWWC 2023 imposed \$43 of unpriced detriment on society (the SCC of \$93 less the price paid of \$50). This figure was used to estimate the unpriced cost of additional carbon produced by the FWWC 2023.

It is important to note that the impacts of carbon production are not confined to the geographies in which the carbon is produced, i.e., carbon produced within Auckland's geographic boundary has an impact beyond that boundary. The analysis therefore focused on estimating the total amount of additional CO₂e produced by the New Zealand component of FWWC 2023 and allocating it on a pro rata basis to the four Host Cities based on ticket sales.

The volume of additional CO₂e produced by FWWC 2023 was estimated in two stages:

1. Estimating the gross amount of CO₂e produced by each attendee group in relation to FWWC 2023 based on various data sources including surveys, interviews, the Ministry for the Environment's (MfE's) emissions factors and general research. The approach involved translating specific event-related activities into relevant units (e.g., person kilometres travelled for transport-related activities, visitor nights for tourism-related activities, kWh of energy use etc) and then combining these with MfE's emissions factors (estimates of CO₂e produced per unit of various activities) to estimate the total amount of CO₂e produced.
2. Estimating the percentage of gross CO₂e that can be considered 'additional', to avoid attributing emissions to FWWC 2023 that would have been produced anyway. There was no scientific way of doing this so reasonable assumptions were applied.

The results of the analysis show that FWWC 2023 attendees produced around 79,411 tonnes of CO₂e across four activities:

- Event operations – the emissions created by the activities required to deliver the event, e.g., energy consumption and waste created at match venues and FFF sites.
- International transport – the emissions created by the transportation of event-related people and equipment to/from New Zealand.
- Domestic transport – the emissions created by the transportation of event-related people and equipment within New Zealand.
- Other activity – mainly the emissions created by FWWC 2023-related tourism activity, e.g., accommodation, meals, entertainment etc.

International transport was the largest source of CO₂e due to the emissions caused by long-haul air travel.

⁴⁷ Based on the average price observed between 1 July 2023 and 15 August 2023.

⁴⁸ The SCC is an estimate, in dollars, of the economic damages that would result from emitting one additional ton of carbon dioxide into the atmosphere.

⁴⁹ Based on the central case and expressed in 2023-dollar terms.



Of the 79,411 tonnes of CO₂e produced by FWWC 2023 attendees, it is estimated that 88% or 69,879 tonnes can be directly attributed to FWWC 2023. It is assumed that the remaining 12% would have been produced by FWWC 2023 attendees anyway through the everyday activities they would have undertaken had they not attended FWWC 2023 e.g., ‘normal’ living and tourism activities.

Applying the unpriced cost of CO₂e of \$43 per tonne results in a total cost attributable to FWWC 2023 of \$3 million. Transport to/from New Zealand was the largest contributor to the \$3 million cost at \$2.58 million, followed by transport within New Zealand at \$0.31 million.

Table 46: Production of CO₂e by FWWC 2023 functional areas (provisional)

Source: FIFA, surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews, general research

Functional area	Tonnes of CO ₂ e produced by FWWC 2023 attendees	Share of CO ₂ e that is incremental	Tonnes of CO ₂ e attributable to FWWC 2023	Cost per tonne of CO ₂ e (unpriced)	Cost of CO ₂ e attributable to FWWC 2023 (\$m)
Event operations	267	100%	267	\$43	\$0.01
Transport to/from NZ	60,063	100%	60,063	\$43	\$2.58
Transport within NZ	9,557	75%	7,168	\$43	\$0.31
Other	9,524	25%	2,381	\$43	\$0.10
TOTAL	79,411	88%	69,879	\$43	\$3.00

Segmenting carbon emissions by attendee group shows that spectators were the dominant source of carbon emissions. This was mainly due to transport-related carbon emissions.

Table 47: Production of CO₂e by FWWC 2023 attendee group (provisional)

Source: FIFA, surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews, general research

Attendee group	Tonnes of CO ₂ e produced by FWWC 2023 attendees	Share of CO ₂ e that is incremental	Tonnes of CO ₂ e attributable to FWWC 2023	Cost per tonne of CO ₂ e (unpriced)	Cost of CO ₂ e attributable to FWWC 2023 (\$m)
FIFA and Host City	1,615	86%	1,384	\$43	\$0.06
Teams	3,628	83%	3,005	\$43	\$0.13
Broadcast & media	2,347	90%	2,105	\$43	\$0.09
Volunteers	122	63%	77	\$43	\$0.00
Ticketholders	71,699	88%	63,309	\$43	\$2.72
TOTAL	79,411	88%	69,879	\$43	\$3.00



5.4.2 CO2e allocated to Auckland

Around 50% of the CO2e attributable to FWWC 2023 has been allocated to Auckland based on ticketing data provided by FIFA. This is equivalent to 34,651 tonnes of CO2e which has a net (unpriced) cost to society of \$1.49 million.

Table 48: Allocation of CO2e costs across Host Cities (provisional)

Source: FIFA, surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews, general research

Host City	Share of tickets	Tonnes of CO2e attributable to FWWC 2023	Cost per tonne of CO2e (unpriced)	Cost of CO2e attributable to FWWC 2023 (\$m)
Auckland	50%	34,651	\$43	\$1.49
Hamilton	8%	5,578	\$43	\$0.24
Wellington	32%	22,373	\$43	\$0.96
Dunedin	10%	7,277	\$43	\$0.31
New Zealand	100%	69,879	\$43	\$3.00

5.4.3 Satisfaction with environmental initiatives in Auckland

Questions were included in the post-event surveys of spectators and volunteers to understand how satisfied respondents were with:

- Waste management initiatives in and around FWWC 2023 events in Auckland.
- Availability of low carbon options for transport to/from FWWC 2023 events in Auckland.
- Sustainability messaging in and around FWWC 2023 events in Auckland.

The results of this research showed that:

- 77% of spectators and 72% of volunteers were satisfied or very satisfied with waste management initiatives in and around FWWC 2023 events in Auckland.
- 61% of spectators and 62% of volunteers were satisfied or very satisfied with the availability of low carbon options for transport to/from FWWC 2023 events in Auckland.
- 58% of spectators and 67% of volunteers were satisfied or very satisfied with the sustainability messaging in and around FWWC 2023 events in Auckland.

Relevant benchmarks for these measures are provided in Appendix 3.

Table 49: Satisfaction with environmental initiatives in Auckland

Source: Post-event surveys of spectators and volunteers

Environmental initiative	Spectators	Volunteers
Waste management initiatives in and around FWWC 2023 events	77%	72%
Availability of low carbon options for transport to/from FWWC 2023 events	61%	62%
Sustainability messaging in and around FWWC 2023 events	58%	67%



5.5 Media exposure for Auckland

FWWC 2023 generated a significant amount of positive media exposure for Auckland and New Zealand. Determining the value of media exposure is difficult because the true value depends on the long-term outcomes generated by the exposure. The traditional approach to media valuation involves estimating what it would cost to buy the same amount of coverage at retail prices using industry 'rate cards'. Multipliers are often applied to these rates based on the belief that 'earned' media is worth more than 'purchased' media (up to four times according to some practitioners). This approach, known as Equivalent Advertising Value (EAV) or Advertising Standard Rate (ASR), is convenient because it can be calculated in a transparent manner, but may not bear any resemblance to the actual outcomes delivered by the exposure because it is based on cost rather than benefit principles.

The media valuation methodology used in this evaluation involved estimating the expected future tourism benefits caused by the media exposure using a conversion-based approach which considered:

- the markets that the media exposure occurred in
- the underlying probability of someone in that market visiting Auckland (based on observed pre-COVID-19 visitation/population ratios)
- the value of an additional visitor from that market to Auckland (based on MBIE expenditure statistics)
- the extent to which the media coverage showcased Auckland
- the level of viewer engagement with the content.

This approach is based on sales funnel logic which maps the steps involved in winning a new customer. The diagram below shows the progression from 'awareness' at the top of the funnel through to 'action' at the bottom. In practice the top of the funnel (the number of people made aware of something) is generally much wider than the bottom of the funnel (the number of people who actually do something).

Figure 11: The sales funnel

Source: Mailmunch.com



FIFA had not released its audience estimates for FWWC 2023 at the time of writing. The results in this section are therefore based on the dedicated audience estimates for FWWC 2019 in France, inflated by 25%, and will be updated when FIFA releases its dedicated audience estimates for FWWC 2023.

The dedicated audience includes those who watched live coverage, delayed coverage, or highlights of FWWC 2023 on television or through FWWC 2023's digital channels.



The co-hosting arrangement effectively divided the tournament into a New Zealand component and an Australian component. Only the 16 teams that were based in New Zealand for the pool phase ended up playing matches in New Zealand i.e., no teams based in Australia travelled to New Zealand for pool phase or play-off matches. This had the effect of creating a sub-audience for matches played in New Zealand driven largely by the teams that were based here. A detailed analysis of viewership by market suggests that the sub-audience for matches played in New Zealand was around 600 million unique viewers.

The high quality, visual impact, and excitement of the media content generated by FWWC 2023 is expected to have raised awareness of, and interest in, Auckland as a place to visit among this audience. This is likely to have the effect of growing visitation to Auckland in future years. Using the conversion-based model described above, the net benefit of this future visitation to Auckland is estimated to be \$8.6 million in 2023-dollar terms. This represents the value of additional tourism expenditure in Auckland in the future caused by FWWC 2023 media exposure less the cost of the resources required to service the extra demand. This figure is included in the cost-benefit analysis in Section 6.

Table 50: Value of FWWC 2023 media exposure to Auckland (provisional)

Source: FIFA, Fresh Info Media Value Calculator

Market	Estimated audience (million)	Estimated value of media exposure to Auckland (\$m)
New Zealand	2.5	\$0.1
Australia	2.4	\$0.8
Asia	154.5	\$2.3
United States	134.3	\$2.2
Other Americas	86.2	\$0.4
UK & Europe	178.6	\$2.7
Rest of World	39.0	\$0.1
TOTAL	597.5	\$8.6

5.6 Avoided future costs for Auckland

The investment by central and local government agencies in infrastructure to enable or support FWWC 2023 resulted in several planned maintenance projects or developments being brought forward. The full cost of FWWC 2023 infrastructure is included in the cost-benefit analysis, so any offsetting benefits (avoided future costs) need to be estimated and included in the analysis. A line-item analysis of the costs incurred by central and local government agencies revealed around \$10.2 million of avoided future costs in Auckland due to planned maintenance projects or developments being brought forward. This is included as a benefit in the cost-benefit analysis in Section 6.



5.7 Auckland resident non-attendees

Non-attendee benefits are benefits accruing to Auckland residents who did not attend FWWC 2023, but nevertheless derived value from the event being hosted in New Zealand. The source of this value is personal and therefore difficult to define, but may include:

- enjoying the general atmosphere/vibrancy created by FWWC 2023
- knowing that people you care about had the ability to attend FWWC 2023, e.g., family and friends
- deriving a financial benefit from FWWC 2023, e.g., as the owner of a business directly or indirectly impacted by the event
- seeing familiar people and scenery in the TV coverage
- knowing they could attend the event if they wanted to (option value)
- just knowing and appreciating that FWWC 2023 is being held in Auckland (existence value).

A randomised online survey was conducted of 1,504 New Zealand residents who did not attend FWWC 2023 to learn more about their interest in FWWC 2023 and the importance of it being hosted in New Zealand. The following questions were used to collect this information:

- *Were you aware that New Zealand recently co-hosted the FIFA Women's World Cup 2023 with Australia?*
- *How would you describe your level of interest in the FIFA Women's World Cup 2023?*
- *New Zealand and Australia had to bid against other countries to co-host the FIFA Women's World Cup 2023. How important is it to you that New Zealand was chosen to co-host the FIFA Women's World Cup 2023?*
- *How strongly do you agree with the following statements?*
 - *The FIFA Women's World Cup 2023 has inspired me to increase my participation in football.*
 - *The FIFA Women's World Cup 2023 has increased the visibility of women's sport in New Zealand.*
 - *Hosting events like the FIFA Women's World Cup 2023 increases my pride in New Zealand.*
 - *Hosting events like the FIFA Women's World Cup 2023 makes New Zealand a more enjoyable place to live.*
 - *It is important to continue supporting and showcasing women's sport in New Zealand.*

The resulting data was segmented by home region to estimate the non-attendee benefits accruing to Auckland residents.



5.7.1 Awareness of FWWC 2023 among non-attendees

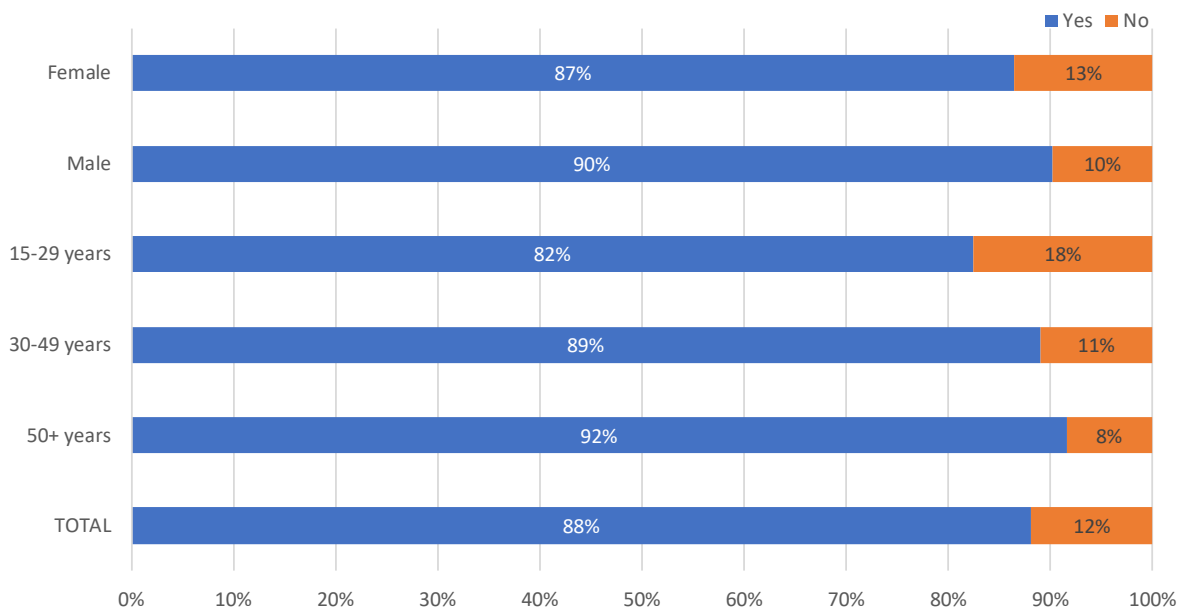
Research question: Were you aware that New Zealand recently co-hosted the FIFA Women's World Cup 2023 with Australia?

The results of the non-attendee survey showed that:

- Around 88% of respondents from Auckland reported being aware that New Zealand recently co-hosted the FWWC 2023 with Australia.
- Awareness was highest amongst:
 - Males (90% awareness)
 - Those aged 50 years or older (92% awareness).
- Awareness was lowest amongst:
 - Females (87% awareness)
 - Those 15–29 years of age

Figure 12: Awareness of FWWC 2023 among non-attendees

Source: Survey of FWWC 2023 non-attendees





5.7.2 Level of interest in the FWWC 2023 among non-attendees

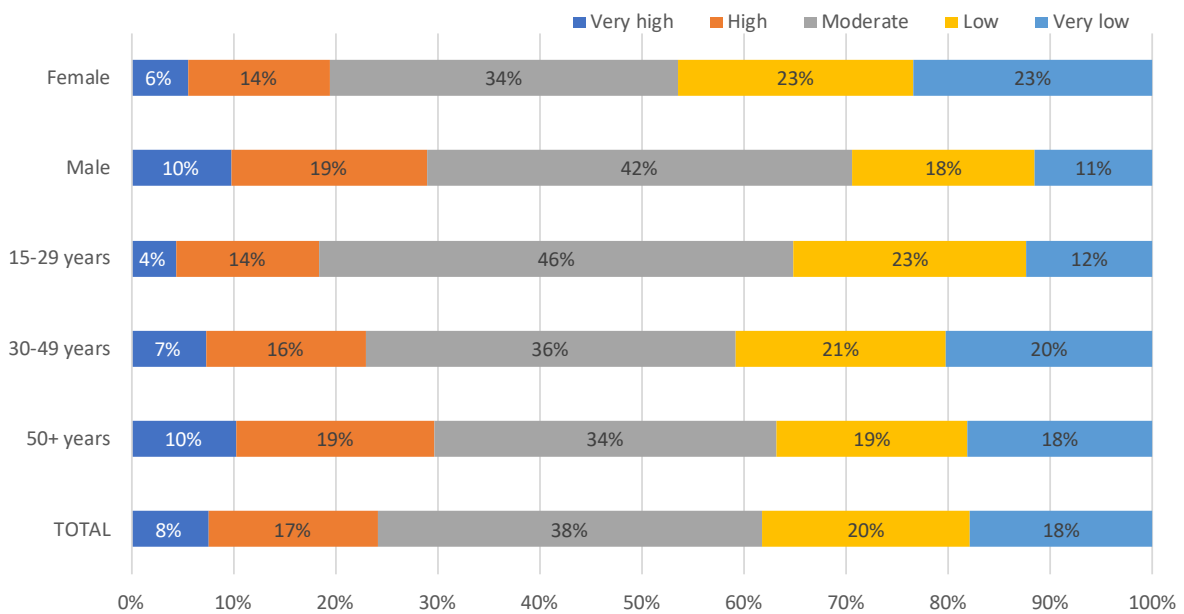
Research question: How would you describe your level of interest in the FIFA Women's World Cup 2023?

The results of the non-attendee survey showed that:

- Around 25% of respondents from Auckland reported having 'high' or 'very high' levels of interest in the FWWC 2023.
- Interest in the FWWC 2023 was highest amongst:
 - Males (29% high or very high levels of interest)
 - Those aged 50 years or older (29% high or very high levels of interest).
- Interest in the FWWC 2023 was lowest amongst:
 - Females (46% low or very low levels of interest)
 - Those aged 30-49 years of age (41% low or very low levels of interest).

Figure 13: Level of interest in the FWWC 2023 among non-attendees

Source: Survey of FWWC 2023 non-attendees





5.7.3 Importance to non-attendees of New Zealand co-hosting the FWWC 2023

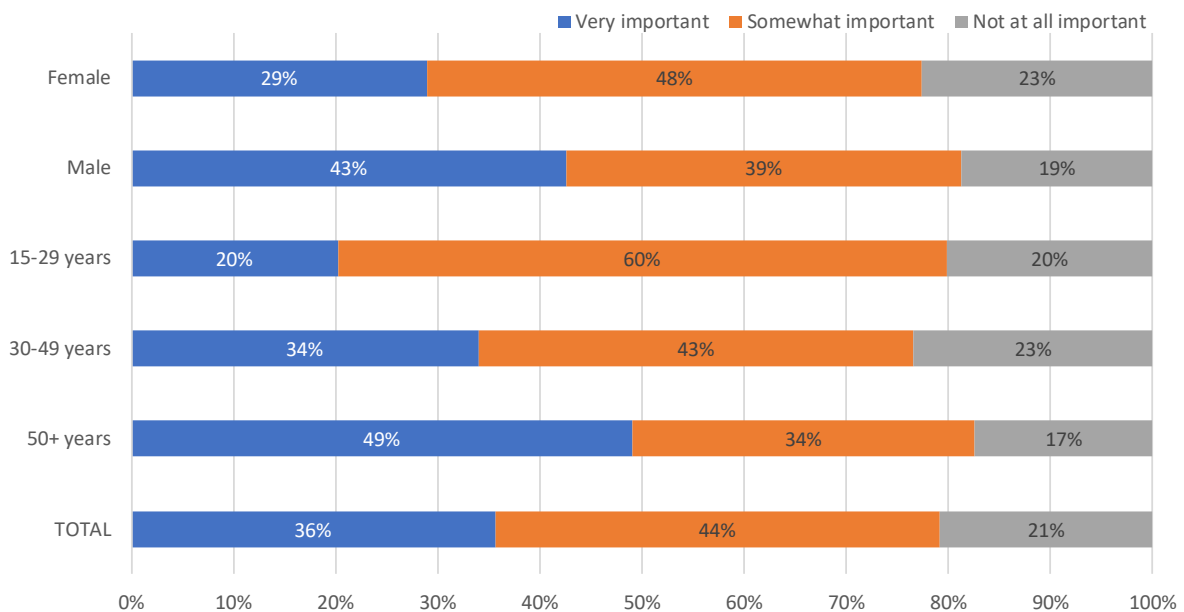
Research question: New Zealand and Australia had to bid against other countries to co-host the FIFA Women's World Cup 2023. How important is it to you that New Zealand was chosen to co-host the FIFA Women's World Cup 2023?

The results of the non-attendee survey showed that:

- Around 36% of respondents from Auckland thought it was 'very important' for New Zealand to co-host the FWWC 2023, 44% thought it was 'somewhat important', and 21% thought that it was not at all important.
- The perceived importance of co-hosting the FWWC 2023 in New Zealand was highest amongst:
 - Males (82% somewhat important or very important)
 - Those aged 50 years or older (83% somewhat important or very important).
- The perceived importance of co-hosting the FWWC 2023 in New Zealand was lowest amongst:
 - Females (23% not at all important)
 - Those aged 30-49 years of age (23% not at all important).

Figure 14: Importance to non-attendees of New Zealand co-hosting the FWWC 2023

Source: Survey of FWWC 2023 non-attendees





5.7.4 Potential impact of co-hosting the FWWC 2023 on football participation

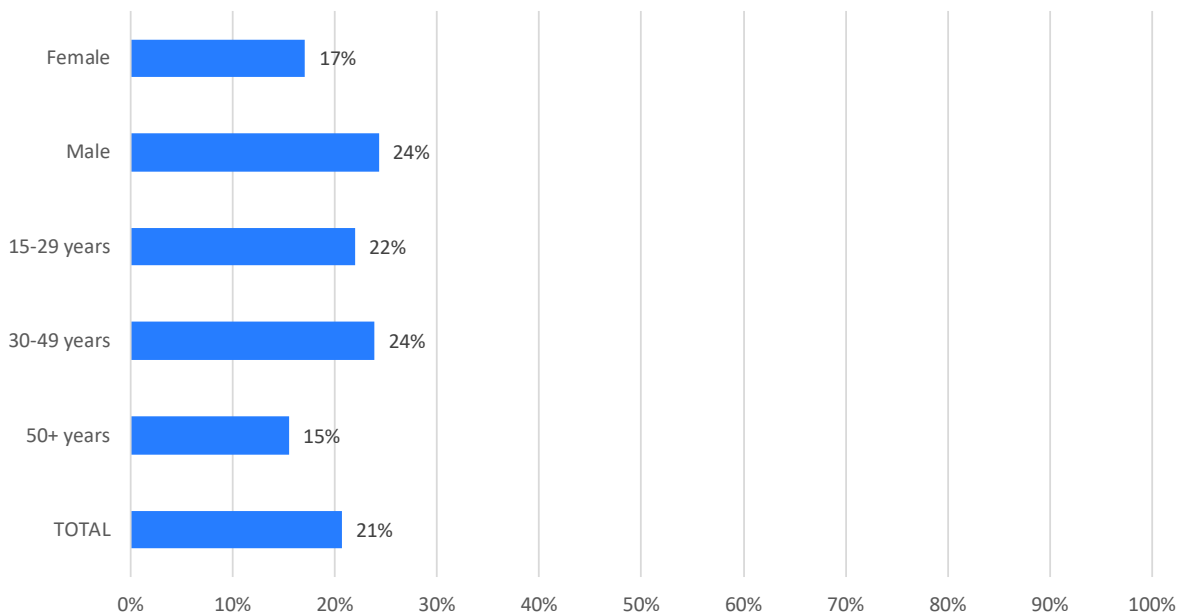
Research question: How strongly do you agree with the following statement? The FIFA Women's World Cup 2023 has inspired me to increase my participation in football.

The results of the non-attendee survey showed that:

- Around 21% of respondents from Auckland agreed or strongly agreed that co-hosting the FWWC 2023 in Auckland had inspired them to increase their participation in football.
- The intention to increase participation in football was highest amongst:
 - Males (24% agreed or strongly agreed)
 - Those 30-49 years of age (24% agreed or strongly agreed).
- The intention to increase participation in football was lowest amongst:
 - Females (17% agreed or strongly agreed)
 - Those age 50 years or older (15% agreed or strongly agreed).

Figure 15: Share of respondents who agree that FWWC 2023 has inspired them to increase their participation in football

Source: Survey of FWWC 2023 non-attendees





5.7.5 Impact of co-hosting FWWC 2023 on visibility of women's sport in Auckland

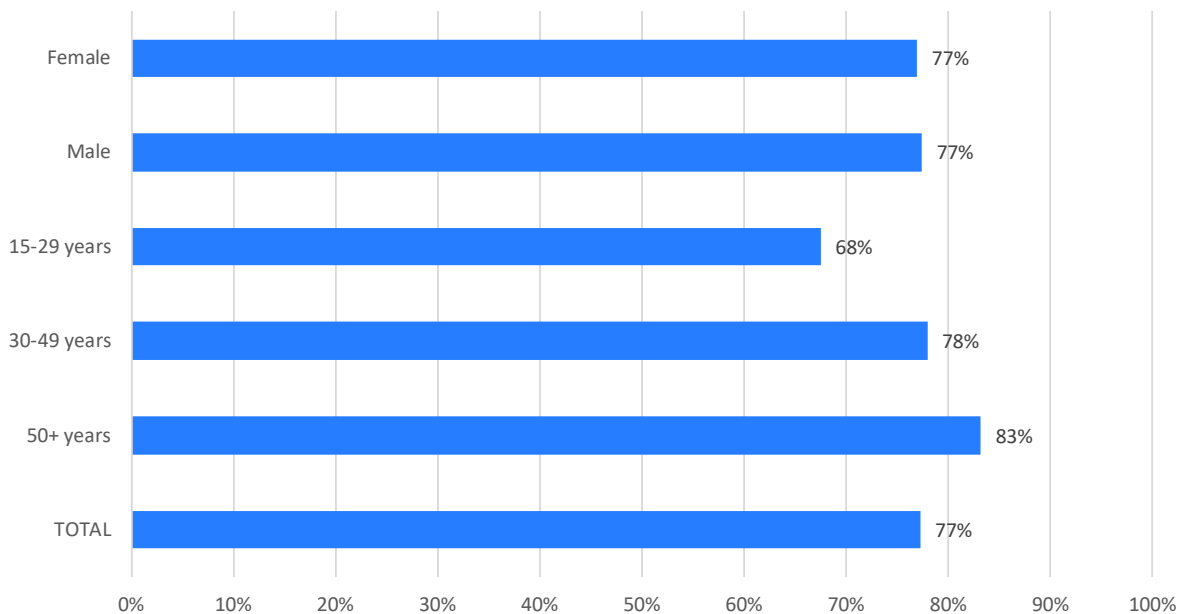
Research question: How strongly do you agree with the following statement? The FIFA Women's World Cup 2023 has increased the visibility of women's sport in New Zealand.

The results of the non-attendee survey showed that:

- Around 77% of respondents from Auckland agreed or strongly agreed that co-hosting the FWWC 2023 in New Zealand had increased the visibility of women's sport in New Zealand.
- The perception of increased visibility was highest amongst:
 - Females and males (77% agreed or strongly agreed)
 - Those aged 50 years or older (83% agreed or strongly agreed).
- The perception of increased visibility was lowest amongst:
 - Females and males (77% agreed or strongly agreed)
 - Those aged 15-19 years of age (68% agreed or strongly agreed).

Figure 16: Share of respondents who agree that FWWC 2023 has increased the visibility of women's sport in New Zealand

Source: Survey of FWWC 2023 non-attendees





5.7.6 Impact of co-hosting FWWC 2023 on national pride

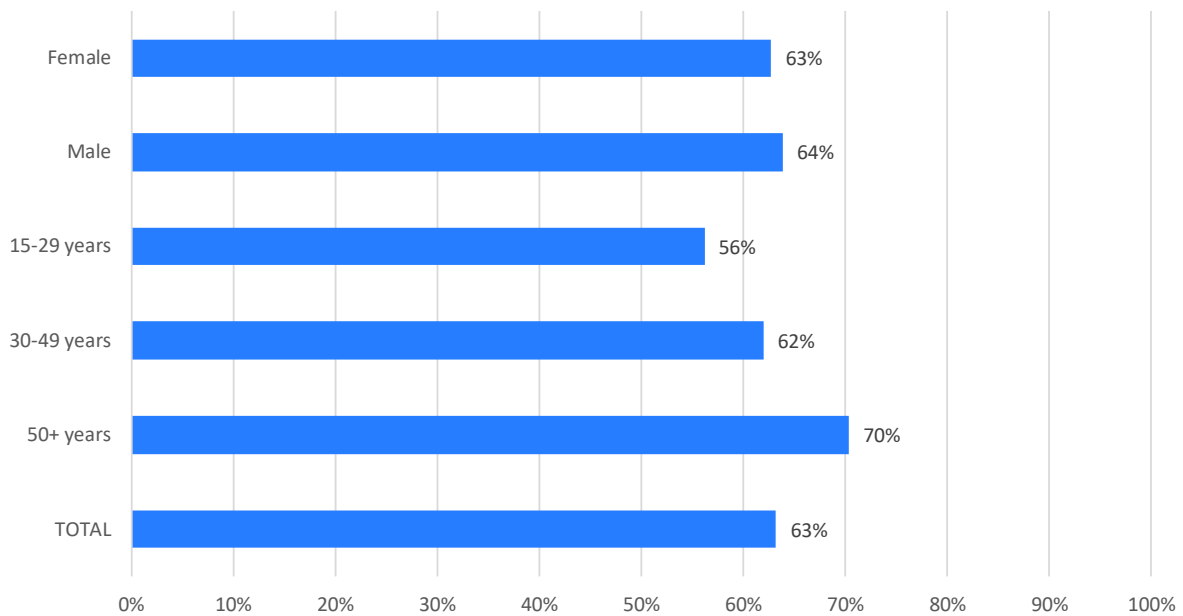
Research question: How strongly do you agree with the following statement? Hosting events like the FIFA Women's World Cup 2023 increases my pride in New Zealand.

The results of the non-attendee survey showed that:

- Around 63% of respondents from Auckland agreed or strongly agreed that co-hosting events like the FWWC 2023 in New Zealand increases their pride in New Zealand.
- The increase in national pride was highest amongst:
 - Males (64% agreed or strongly agreed)
 - Those aged 50 years or older (70% agreed or strongly agreed).
- The increase in national pride was lowest amongst:
 - Females (63% agreed or strongly agreed)
 - Those aged 15-29 years of age (56% agreed or strongly agreed).

Figure 17: Share of respondents who agree that hosting events like FWWC 2023 increases their pride in New Zealand

Source: Survey of FWWC 2023 non-attendees





5.7.7 Impact of co-hosting FWWC 2023 on liveability

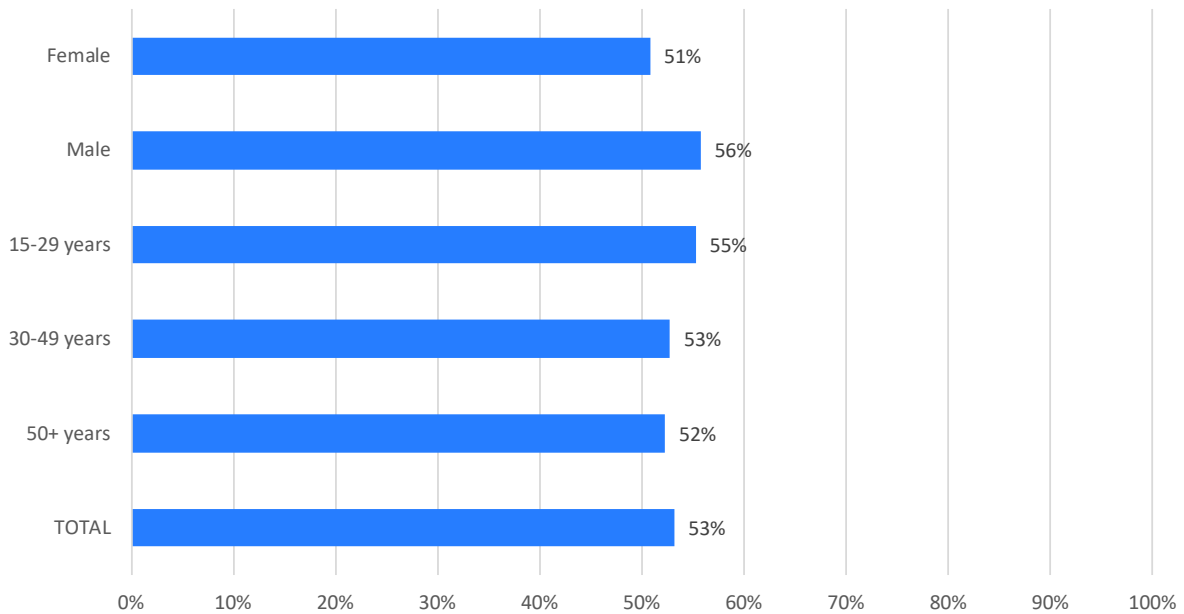
Research question: How strongly do you agree with the following statement? Hosting events like the FIFA Women's World Cup 2023 makes New Zealand a more enjoyable place to live.

The results of the non-attende survey showed that:

- Around 53% of respondents from Auckland agreed or strongly agreed that co-hosting events the FWWC 2023 in New Zealand makes New Zealand a more enjoyable place to live.
- The perceived increase in liveability was highest amongst:
 - Males (56% agreed or strongly agreed)
 - Those aged 15-29 years (55% agreed or strongly agreed).
- The perceived increase in liveability was lowest amongst:
 - Females (51% agreed or strongly agreed)
 - Those aged 50 years or older (52% agreed or strongly agreed).

Figure 18: Share of respondents who agree that hosting events like FWWC 2023 makes New Zealand a more enjoyable place to live

Source: Survey of FWWC 2023 non-attendees





5.7.8 Importance of continuing to support and showcase women's sport in Auckland

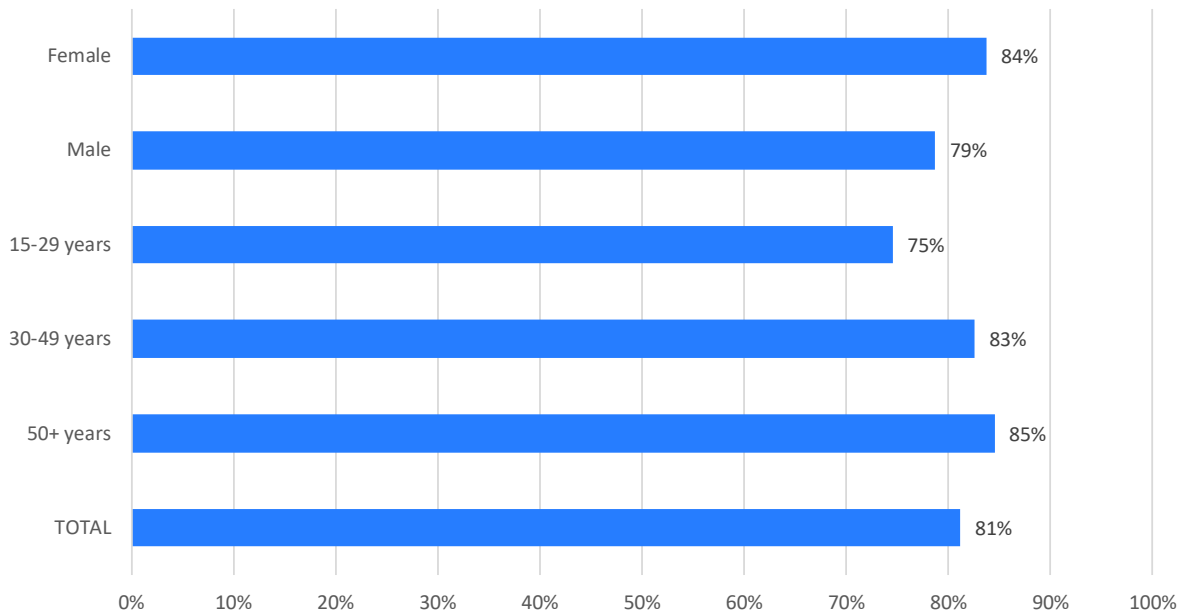
Research question: How strongly do you agree with the following statement? It is important to continue supporting and showcasing women's sport in New Zealand.

The results of the non-attendee survey showed that:

- Around 81% of respondents agreed or strongly agreed that it is important to continue supporting and showcasing women's sport in New Zealand.
- The perceived importance was highest amongst:
 - Females (84% agreed or strongly agreed)
 - Those aged 50 years or older (85% agreed or strongly agreed).
- The perceived importance was lowest amongst:
 - Males (79% agreed or strongly agreed)
 - Those aged 15-29 years of age (75% agreed or strongly agreed).

Figure 19: Share of respondents who agree that it is important to continue supporting and showcasing women's sport in New Zealand

Source: Survey of FWWC 2023 non-attendees





5.7.9 Value to non-attendees

These results indicate that many Auckland residents who did not attend FWWC 2023 still retained a high level of interest in the event and assigned a reasonable level of importance to New Zealand winning the right to co-host FWWC 2023 with Australia. This provides strong evidence of an underlying value to some Auckland residents of hosting FWWC 2023, even though they did not attend the event. The following question was included in the survey of non-attendees to estimate this value:

- *We are interested in understanding how much personal value you gained from the FIFA Women’s World Cup 2023 being co-hosted in New Zealand. This value may have been driven by the opportunity to participate in the event, and/or the feeling of pride you got from knowing it was being co-hosted in New Zealand. Please answer the following question to help us with this. **What is the maximum amount of money you would personally be willing to contribute to host a future FIFA Women’s World Cup event in New Zealand?***

The responses to this question allowed us to estimate the percentage of Auckland resident non-attendees that would be willing to pay something to host a future FWWC 2023 in New Zealand, as well as the average amount of money those people would be willing to pay. Combining these findings with previous results indicates that around 0.75 million Auckland resident non-attendees would be willing to pay an average of \$34⁵⁰ each to host a future FWWC 2023 in New Zealand, while the remaining 0.85 million non-attendees would be willing to pay nothing. The total non-attendee value for Auckland residents is therefore estimated to be \$25.5 million (749,448 x \$34). This figure is included in the cost-benefit analysis in Section 6.

Table 51: Count of FWWC 2023 attendees and non-attendees

Source: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews, Statistics NZ

	Auckland residents
FWWC 2023 attendees	99,430
FWWC 2023 non-attendees	1,595,770
TOTAL	1,695,200

Table 52: Willingness to pay of Auckland resident non-attendees to host a future FWWC in New Zealand

Source: Survey of FWWC 2023 non-attendees

	Number of Auckland residents	Average willingness to pay per resident	Total willingness to pay to host a future FWWC event in NZ
Willing to pay to host a future FWWC event in NZ	749,448	\$34.0	\$25.5
Not willing to pay to host a future FWWC event in NZ	846,322	\$0.0	\$0.0
TOTAL	1,595,770	\$15.9	\$25.5

⁵⁰ This value is 70% of the value derived from survey responses to control for the likely delta between notional and actual willingness to pay.



5.8 Cultural outcomes

Having a strong Māori cultural theme running through FWWC 2023 was a shared objective between LFS New Zealand, LFS Australia, MBIE, Host Cities, and mana whenua. A key feature of this intent was the adoption of dual (English with Reo and First Nations) naming of the host cities and countries for the first time in a FIFA event. This was evident across all major touchpoints including stadia, FFF sites, and media content delivered to domestic and international audiences. More generally, cultural diversity and inclusion were key pillars of FIFA's sustainability platform and FIFA is expected to publish its own report on the initiatives within its programme and the outcomes observed in late 2023 or early 2024. A snap-shot of the Auckland specific showcasing of te Ao Māori and Reo included:

- Pōwhiri conducted by Ngāti Whātua Ōrākei to welcome:
 - FIFA to Aotearoa New Zealand and Tāmaki Makaurau Auckland ahead of the Draw in October 2022, including the FIFA President and Secretary General, FIFA Officials, football federations, team representatives, FIFA sponsors, Australian co-hosts, and international media
 - US Women's National Team ahead of the friendly match against the Football Ferns in January 2023
 - teams to the Play-off Tournament in February 2023
 - teams to the main Tournament in July 2023.
- Various initiatives at the FFF including:
 - storytelling opportunities for mana whenua with Kapa Haka, pōwhiri for the opening of the FFF site and digital content
 - mana whenua related entertainment, activities, and experiences; various musical performances - including Huia, Rei, Tuawahine and Makayla
 - 90% of artists performing at the FFF were from Aotearoa, with 81% from Tāmaki Makaurau itself and 31% of Māori heritage.
 - a bespoke design of the venue's entrance carpet
 - bi-lingual signage throughout the FFF
 - poi workshops at the FFF (supported by Sport NZ funding) which were one of the most popular activations and provided spectators with the opportunity to connect with Māori heritage and learn a cultural skill.
- Te Reo subtitles for the Wāhine Leaders Campaign.
- Hine O Te Kura Youth Symposium:
 - Te Reo subtitles, including recordings
 - tikanga
 - te Ao Māori ikura (periods) session
 - poi learning session
 - Māori focus on the research commissioned for the Symposium.
- Tree Planting:
 - Tikanga, including inclusion of the Tino Rangatiratanga flag (national Māori flag) alongside participating teams' national flags
 - Māori biodiversity session incorporated into the tree planting programme

These initiatives were funded by Auckland Council and various central government agencies and are incorporated in the costs reported in Section 3.4.

To evaluate the effectiveness of these initiatives, questions were included in the post-event surveys of match spectators, FFF spectators, and volunteers to determine whether respondents felt there was a strong Māori cultural theme within the event. The survey results showed that 75% of match spectators, 59% of FFF



spectators, and 77% of volunteers in Auckland felt there was a strong Māori cultural theme running through the event.

Table 53: Share of respondents who felt that there was a strong Māori cultural theme within the event

Source: Post-event surveys of spectators and volunteers

	Share of respondents
Match spectators	75%
FFF spectators ⁵¹	59%
Volunteers	77%

5.9 Legacy benefits for Auckland of hosting FWWC 2023

Legacy benefits are long-term benefits that extend well beyond the event period. The legacy of co-hosting FWWC 2023 was an important consideration for central and local government stakeholders during the due diligence and planning phases.

Some of the legacy benefits of co-hosting FWWC 2023 are immediately visible and highly certain, such as the upgrades to stadiums and sports facilities, while others are less visible (e.g., changes in perceptions regarding women’s sport) or certain (e.g., changes in football participation rates).

Discussions with key FWWC 2023 stakeholders including FIFA, Sport NZ, New Zealand Football, and Auckland Council have identified a range of actual or expected legacy benefits that can be organised under the following headings:

- Visibility and perception of women’s sport in New Zealand and Auckland
- Football outcomes in Auckland
- Infrastructure outcomes in Auckland
- Event delivery capability in Auckland
- Research capability

The specific actual or expected legacy benefits are described below.

5.9.1 Visibility and perception of women’s sport in New Zealand and Auckland

A key government objective of co-hosting the FWWC 2023 was “increasing the visibility of, and value placed on, women in sport and wider society”.⁵² The empowerment of women was also at the heart of Auckland’s vision, mission, and principles for FWWC 2023:

- Auckland’s vision was “One city, many worlds. Uniting behind wāhine.”
- Auckland’s mission was “To stage a world class event that blazes a trail for wāhine empowerment, enriches the lives of all who live and visit and leaves an enduring legacy.”
- Auckland’s principle was “Mana Wāhine – Lift the strength and spirit of women. We will underpin delivery with wāhine at the heart of all we do.”

⁵¹ Excludes respondents who also attended matches as these are captured in the match spectator results.

⁵² Puawānanga Outcomes Framework, Maximizing the impacts and benefits of FIFA Women’s World Cup 2023 for Aotearoa New Zealand.



Evidence from post-event surveys of match spectators, volunteers, and non-attendees indicates that these objectives were achieved:

- 97% of match spectators, 99% of volunteers, and 77% of non-attendees felt that FWWC 2023 increased the visibility of women’s sport in New Zealand (Figure 20).
- 86% of match spectators and 90% of volunteers felt that FWWC 2023 had improved their understanding and appreciation of women’s sport (Figure 21).

Figure 20: Share of respondents who agreed or strongly agreed that “FWWC 2023 has increased the visibility of women’s sport in New Zealand”

Source: Post-event surveys of match spectators, volunteers, and non-attendees

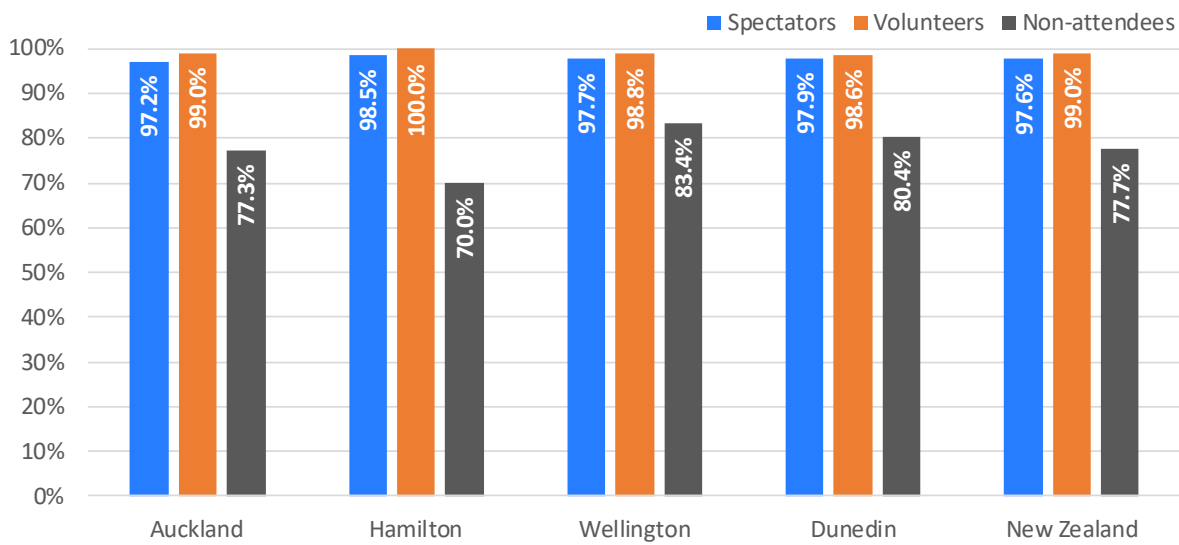
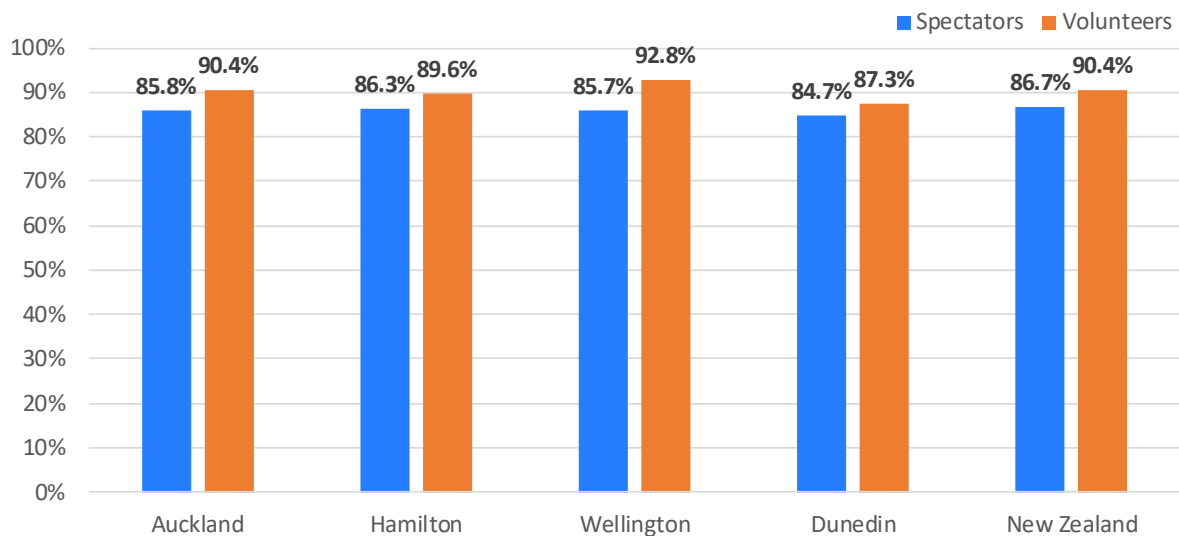


Figure 21: Share of respondents who agreed or strongly agreed that “FWWC 2023 has improved my understanding and appreciation of women’s sport”

Source: Post-event surveys of match spectators, volunteers, and non-attendees





Independent research conducted by Sport NZ also found evidence of greater public awareness, interest and engagement in women's sport following New Zealand's co-hosting of the FWWC 2023.

Sport NZ conducted baseline research in June 2022 which showed that awareness of female athletes was significantly lower than comparable male athletes, particularly in team sports. It also showed that the more visible female athletes were, the more New Zealanders were likely to know them by name, follow their journeys and become fans.

The research was repeated in August 2023 to understand how sentiment has changed since June 2022. This year's research shows that viewership of women's sport has grown by 29%, with the Rugby and Football World Cups generating significant interest for each sport, national team, and athletes.

Other key findings include:

- 45% of existing sports fans are watching women's sport, up from 35% in 2022.
- The marketability of female athletes and teams has risen by 21%, driven by increased awareness.
- 87% of New Zealanders heard or saw something about the FWWC 2023, with nearly 60% watching a game during the tournament.
- Following the FWWC 2023, over half of New Zealand indicated they were more interested in women's football.
- 50% of New Zealanders said they had recently advocated for or encouraged others to watch women's sport, up from 38% in 2022.
- Significantly more New Zealanders perceive women's sport as exciting (27% up from 21%) and having a positive influence on society (36% up from 31%).
- Three women's national teams are now in the top 5 for popularity (up from only one in 2022).

The infographic that Sport NZ released with this research is provided in Appendix 2.

It is important to note that the FWWC 2023 was the third of three women's world cup events hosted in New Zealand in an 18-month period, following the successful delivery of the 2022 ICC Women's Cricket World Cup in March/April 2022⁵³ and Rugby World Cup 2021 in October/November 2022⁵⁴. Hosting these three events in quick succession was a deliberate strategy to elevate women's sport in New Zealand and provide a platform for gender equality in sport and society more generally. While the results in this evaluation relate primarily to FWWC 2023, they are likely to be influenced by the gender equity initiatives delivered through previous women's world cup events, and other gender equality initiatives in New Zealand beyond major events.

The long-term legacy of the visibility and perception impacts created by FWWC 2023, the 2022 ICC Women's Cricket World Cup, and Rugby World Cup 2021 will depend on the extent to which they are leveraged and built upon, but are likely to include:

- Greater respect for women's sport, and women generally
- Improved attitudes towards women's sport at all levels of competition
- More resources being directed towards women's sport by government agencies and national sports organisations
- Women's sport becoming a stronger proposition for media, broadcasters, and commercial sponsors
- Higher participation in women's sport, leading to better social, cultural, and health outcomes for women

⁵³ Originally scheduled for February/March 2021 but moved to March/April 2022 due to COVID-19.

⁵⁴ Originally scheduled for October/November 2021 but moved to October/November 2022 due to COVID-19.



5.9.2 Infrastructure outcomes in Auckland

A key legacy for Auckland from hosting FWWC 2023 matches is the upgrades to 11 training venues across the region to meet FIFA Tier 1 international tournament standards. More than \$18 million⁵⁵ was invested in upgrades to pitches, lighting, clubroom facilities, and changing rooms. The funding for the training venue upgrades came from a variety of sources, including Auckland Council, Central Government, charities, and contributions from local football clubs. The investment into nine community parks and two stadiums (North Harbour Stadium and Waitākere Stadium) has left a strong legacy for grassroots sport in Auckland. Central government also invested directly in upgrades at Eden Park (independently of Auckland Council), building on the earlier gender equity upgrades undertaken for Rugby World Cup 2021.

In the lead up to, and during the World Cup, Auckland hosted over 120 training sessions for participating teams, as well as hosting training for teams participating in the Play-Off Tournament for the FWWC 2023.

Clubroom Upgrades

Clubroom facilities were upgraded at nine clubs in Auckland to meet FIFA's requirements and support the participation of women and girls at club level. Gender-neutral upgrades, in line with Sport New Zealand guidelines, included cubicle showers, privacy screens, cubicle toilets, baby-change tables, and accessible bathrooms. Highlights across the clubroom upgrade programme include:

- 17 new changing rooms, with 30 more upgraded
- Four new referees changing rooms, with four more upgraded
- 58 new cubicle showers and 40 new partition showers
- Four new accessible toilets/showers with baby change tables
- 37 new cubicle toilets, with 31 more upgraded
- Four new storage facilities for club equipment

Park Upgrades

Community sport in Auckland has also benefitted from upgrades to 13 sports fields and the installation of pitch lighting at eight training venues. The 13 sports fields were rebuilt or upgraded to meet FIFA and team requirements for the tournament. The quality of these sports fields is unprecedented, and Auckland Council is now working with clubs to retain the quality of these surfaces for the benefit of local communities. Some of the park upgrades involved wider improvements such as the installation or upgrade of new paths, planting, fencing, car parks, and internal access roads suitable for use by heavy vehicles.

The new LED lights installed at eight training venues meet New Zealand Football National League competition requirements, and there are now an additional 15 floodlit fields adding over 60 hours a week to Auckland's sports field network, supporting the development of strong clubs and healthier communities.

Many of these changes will be long-lived, resulting in better facilities for football clubs and more inclusive environments for women. The following facilities in Auckland benefitted from FWWC 2023 upgrades:

- Eden Park (all upgrades funded by central government)
- North Harbour Stadium (minor upgrade)
- Waitākere Stadium (minor upgrade)
- Keith Hay Park
- Fred Taylor Park

⁵⁵ Excluding direct investment by clubs.



- Shepherds Park
- Bay City Park
- Michaels Avenue
- Seddon Fields
- Olympic Park
- Māngere Centre Park
- McLennan Park

Football clubs also contributed just over \$2m from community fundraising⁵⁶ and an estimated 6,500 volunteer hours outside the official volunteer programme to infrastructure upgrades and preparing facilities for FWWC 2023. These contributions from football clubs are treated as non-monetised costs.

5.9.3 Football outcomes in Auckland

Co-hosting the FWWC 2023 showcased not only women’s football in New Zealand, but football more generally. Matches were attended or watched on television by a large, diverse, engaged, and highly satisfied audience. Among other things, the enjoyment and goodwill surrounding FWWC 2023 has resulted in greater awareness of, and interest in, football in New Zealand and Auckland.

The results of the non-attendee survey indicate that 21% of respondents who live in Auckland reported being inspired by FWWC 2023 to increase their participation in football. While actual changes in participation are likely to be lower than intended changes (not all intentions come to fruition), it is likely that the changes in awareness and perception created by the FWWC 2023 will have long-term benefits for football in Auckland at social, club, and high-performance levels.

Early evidence of these benefits will not be available until early/mid 2024 when registrations for the 2024 club season are complete. Regular monitoring thereafter will determine the extent to which co-hosting FWWC 2023 has caused a step-change in the number and composition of people playing football in Auckland.

More generally, research conducted by Sport NZ indicates that 20% of New Zealanders are much more interested in women’s football following the FWWC 2023, and 35% are slightly more interested. The infographic that Sport NZ released with this research is provided in Appendix 2.

5.9.4 Event delivery capability in Auckland and New Zealand

Every major event delivered in Auckland and New Zealand improves its professional capacity and capability, making it easier to win and deliver future major events. This progression is evident within the FIFA events Auckland has hosted – the Men’s U17 World Cup in 1999, the Women’s U17 World Cup in 2008, the Men’s U20 World Cup in 2015 and FWWC 2023. The FWWC 2023 was one of the largest and most complex sports events ever hosted in Auckland and New Zealand. The Auckland components of the event were largely planned and delivered by Auckland residents, many of whom were drawing on their previous major event experience (FIFA events, Rugby World Cup 2021, Women’s Cricket World Cup 2022, 36th Americas Cup in 2021, World Masters Games 2017, Rugby World Cup 2011), but also being exposed to new systems and processes that could be applied to future events.

⁵⁶ Excludes Lottery Grant funding.



The knowledge and experience gained from hosting the FWWC 2023 will enhance Auckland’s major event capacity and capability, and the success of the event will enhance Auckland’s reputation as a safe and capable host for global events.

5.9.5 Research capability

Several innovations have been developed within the post-event evaluation process for FWWC 2023 that could be applied to future major events:

- **Development of a shared research platform.** Five government stakeholders had an interest in the outcomes of hosting FWWC 2023 – MBIE, Auckland Council, Hamilton City Council, WellingtonNZ, and Dunedin City Council. The typical approach would be for each stakeholder to commission its own research, resulting in potential duplication of effort, inconsistent methods, high respondent burden, and high overall cost. This approach would also have been infeasible for FWWC 2023 due to constraints imposed by FIFA on access to important attendee groups such as match spectators and volunteers i.e., FIFA would not have allowed these groups to be surveyed more than once through its distribution channels. The approach for FWWC 2023 was to design a single research platform that met FIFA’s requirements, minimised respondent burden, and met the evaluation needs of all government stakeholders. This involved the development of data collection tools that collected national data (to meet MBIE’s evaluation requirements) and regional data (to meet Host City requirements) and was facilitated by a shared funding model which is described below. This approach delivered consistent data for all government stakeholders and ensured that data only had to be collected once from each respondent group. The system of data collection tools developed for the FWWC 2023 is presented in a separate document entitled “Research Plan for FIFA Women’s World Cup 2023”.
- **Development of a shared funding model.** The shared research platform described above was facilitated by a shared funding model whereby MBIE contracted with the research provider to deliver a national evaluation and each Host City contracted independently with the research provider to deliver an evaluation for their region. The contract with MBIE covered the development of a research platform to meet national evaluation requirements. This allowed the Host City contracts to be priced on a marginal cost basis i.e., regions only had to pay for additions to the research platform to meet their evaluation needs. This approach resulted in much lower costs for Host Cities relative the alternative of commissioning stand-alone research.
- **Development of new survey techniques.** Collecting enough data to support a national evaluation and four regional evaluations is challenging both from a survey design perspective, and in terms of respondent burden. Most data collection forms are designed for single-destination events and can’t be easily scaled to accommodate multiple Host Cities. New data collection forms therefore had to be developed for FWWC 2023 that collected the necessary data points in the most efficient way possible. This involved the use of innovative logic flows and question structures that haven’t previously been used in New Zealand. The data collection forms developed for FWWC 2023 are presented in a separate document entitled “Research Plan for FIFA Women’s World Cup 2023”. These forms are in the public domain and could be applied to future events involving multiple Host Cities.



6 Cost-benefit analysis

This section uses the results reported in previous sections to conduct a cost-benefit analysis (CBA) for Auckland. The CBA has been designed to estimate the value of the resources consumed by FWWC 2023, including opportunity costs when market prices are not available. Benefits have also been estimated at an overall level so that the gross benefit can be subtracted from the gross cost to reveal the net benefit. This approach ensures that the full cost of the event is considered while also producing an accurate benefit-cost ratio (gross benefit divided by gross cost) and is consistent with the Event Economics⁵⁷ methodology Auckland uses to evaluate actual or expected major event outcomes. All costs and benefits presented in this section are expressed in 2023-dollar terms.

6.1 Monetised costs and benefits to Auckland

The analysis presented in this section focuses on the costs and benefits to Auckland that can be monetised. Efforts have been made to monetise as many of the costs and benefits as possible to ensure that financial effects have the same standing as non-financial effects (social, cultural, and environmental) in the overall evaluation process. Material effects that have not been monetised are also noted in Section 6.2.

The **gross monetised cost** in the analysis represents the total value of financial and non-financial resources in Auckland consumed by FWWC 2023. This includes:

- 100% of local government investment in FWWC 2023 infrastructure and operating expenses. The resulting investment has been inflated by 20% to reflect deadweight loss, as per Treasury guidelines.
- Around 33% of central government investment in FWWC 2023 infrastructure and operating expenses. The resulting investment has been inflated by 20% to reflect deadweight loss, as per Treasury guidelines.
- Event attendee cost – the value of the time and money invested in the event by Auckland resident attendees.
- Business costs – the value of the resources required to service additional demand in Auckland caused by FWWC 2023.
- Carbon cost – the unpriced cost of the additional CO₂e that can be attributed to FWWC 2023.

The **gross monetised benefit** in the analysis represents the total value that accrued to Auckland businesses and consumers due to the hosting FWWC 2023. This includes:

- Event attendee benefit – the gross social value accruing to Auckland resident event attendees, which is equivalent to the event attendee cost plus the consumer surplus derived from their investment of time and money.
- Business benefits – the value of additional business demand (revenue) for Auckland businesses caused by FWWC 2023.
- Media benefits – the value of the media exposure generated by FWWC 2023 to Auckland. This is based on the estimated value of future tourism flows caused by the exposure and therefore represents an “outcomes” driven value rather than a traditional “equivalent advertising value”.
- Non-attendee benefits – the gross social value accruing to Auckland resident non-attendees, delivered through option values, existence values, and national pride.

⁵⁷ Event Economics is a proprietary event evaluation model used by MBIE, Tātaki Auckland Unlimited, and other large councils in New Zealand (www.eventeconomics.com).



- Avoided future costs – the value of the planned infrastructure projects in Auckland that were brought forward because of FWWC 2023. These offset some of the government costs attributable to FWWC 2023.
- Other benefits – primarily prize money paid to the Football Ferns.

The cost-benefit analysis for Auckland has identified a gross monetised cost of \$154.8 million and a gross monetised benefit of \$203.6 million. The net monetised benefit is therefore **\$48.9 million** and the benefit-cost ratio (gross benefit divided by gross cost) is **1.32**. This means that every \$1 of cost incurred by Auckland returned a benefit of \$1.32 (a net benefit of \$0.32 per dollar).

Table 54: Monetised costs and benefits to Auckland of hosting FWWC 2023

Source: All sources listed in Table 16 in Section 2.3

Measure	Type	Value (\$m)	Description
Government costs	Financial	\$43.3	Local government expenditure + population share of central government expenditure
Public funds cost	Financial	\$8.7	Redistribution of public funds cost @ 20% as per Treasury guidelines
Event attendee costs	Non-financial	\$24.8	Value of time and money devoted to FWWC 2023 by attendees
Business costs	Financial	\$76.5	Value of the resources consumed by businesses to service the additional demand caused by FWWC 2023
Carbon costs ⁵⁸	Non-financial	\$1.5	Value of unpriced carbon production attributable to FWWC 2023
Other costs	Financial	\$0.0	Other monetised costs
Total cost		\$154.8	Total gross cost generated by FWWC 2023
Event attendee benefits	Non-financial	\$36.4	Social value to FWWC 2023 attendees (event attendee cost + estimated consumer surplus)
Business benefits ⁵⁹	Financial	\$121.7	Value of additional business demand (revenue) caused by FWWC 2023
Media benefits ⁶⁰	Financial	\$8.6	Value of media exposure generated by FWWC 2023 (estimated future value of tourism generated)
Non-attendee benefits	Non-financial	\$25.5	Social value accruing to non-attendees (option value/existence value/national pride)
Avoided future costs	Financial	\$10.2	Avoided future infrastructure costs due to projects being brought forward for FWWC 2023
Other benefits	Financial	\$1.2	Other monetised benefits
Total benefit		\$203.6	Total gross benefit generated by FWWC 2023
Net benefit		\$48.9	Total benefit less total cost
Benefit-cost ratio		1.32	Total benefit divided by total cost

⁵⁸ Best estimate at time of writing – may be subject to change.

⁵⁹ Includes 10% of event income sourced from, and spent in, Auckland, as per MBIE’s event evaluation guidelines.

⁶⁰ Best estimate at time of writing – may be subject to change.



These costs and benefits can be divided into financial impacts (where the costs and benefits are represented by actual or expected financial transactions) and non-financial impacts (where the costs and benefits are unpriced or of a social, cultural, or environmental nature). These assignments are shown in Table 54 above. This segmentation reveals a financial impact of **\$13.3 million** (benefit-cost ratio of **1.10**) and a non-financial impact of **\$35.6 million** (benefit-cost ratio of **2.35**).

Table 55: Summary of monetised costs and benefits to Auckland

Source: All sources listed in Table 16 in Section 2.3

Type	Gross cost	Gross benefit	Net benefit	Benefit-cost ratio
Financial impact	\$128.5	\$141.7	\$13.3	1.10
Non-financial impact	\$26.3	\$61.9	\$35.6	2.35
TOTAL	\$154.8	\$203.6	\$48.9	1.32

6.2 Non-monetised costs and benefits to Auckland

The following impacts are noted as non-monetised costs or benefits to Auckland and New Zealand of hosting FWWC 2023. Additional details are provided in Section 5.9.

- **Visibility and perception of women’s sport in Auckland and New Zealand.** FWWC 2023 was the third of three women’s world cup events hosted in New Zealand in an 18-month period. Hosting these events in quick succession was a deliberate strategy to elevate women’s sport in New Zealand and provide a platform for gender equality in sport and society more generally. Evidence from this evaluation indicates that FWWC 2023 contributed strongly to the overarching objective of “increasing the visibility of, and value placed on, women in sport and wider society”. Independent research conducted by Sport NZ also found evidence of greater public awareness, interest, and engagement in women’s sport following New Zealand’s co-hosting of the FWWC 2023. The tournament also left a lasting impact and impression on a generation of young players who had an unprecedented opportunity to see the best players in the world, potentially inspiring future Football Ferns as well as players of other sporting codes. The long-term legacy of these impacts will depend on the extent to which they are leveraged and built upon in future years.
- **Infrastructure outcomes.** Significant investments were made in stadiums, community parks and facilities, and football club infrastructure across Auckland to comply with FIFA’s requirements. Upgrades were co-funded by central and local government, charities, and community organisations through partnerships between cities and football clubs. Football clubs also contributed just over \$2m from community fundraising⁶¹ and an estimated 6,500 volunteer hours outside the official volunteer programme to infrastructure upgrades and preparing facilities for FWWC 2023. Many of these changes will be long-lived, resulting in better facilities for football clubs and safer and more appropriate environments for women. The following facilities in Auckland benefitted from FWWC 2023 upgrades:
 - Eden Park (all upgrades funded by central government)
 - North Harbour Stadium (minor upgrade)
 - Waitākere Stadium (minor upgrade)
 - Keith Hay Park
 - Fred Taylor Park
 - Shepherds Park
 - Bay City Park

⁶¹ Excludes Lottery Grant funding.



- Michaels Avenue
- Seddon Fields
- Olympic Park
- Māngere Centre Park
- McLennan Park
- **Football outcomes.** Co-hosting the FWWC 2023 showcased not only women’s football in Auckland and New Zealand, but football more generally. Survey results indicate that around 21% of Auckland residents were inspired by FWWC 2023 to increase their participation in football. While actual changes in participation are likely to be lower than intended changes (not all intentions come to fruition), it is likely that the changes in awareness and perception created by the FWWC 2023 will have long-term benefits for football in Auckland at social, club, and high-performance levels. Early evidence of these benefits will not be available until early/mid 2024 when registrations for the 2024 club season are complete.
- **Unity Pitch⁶².** At the end of the Tournament, FIFA gifted two Unity Pitches to Auckland - one to Beach Haven Primary School and the other to Manurewa Netball Centre. Valued at \$75,000 each, the Unity Pitches have provided these communities with a permanent legacy of FWWC 2023.
- **Event delivery capability.** Co-hosting the FWWC 2023 was one of the largest and most complex sports events ever hosted in Auckland. The knowledge and experience gained from hosting the FWWC 2023 will enhance Auckland’s major event capacity and capability, and the success of the event will enhance Auckland’s reputation as a safe and capable host for global events.
- **Research capability.** Several innovations were developed within the post-event evaluation process for FWWC 2023 that could be applied to future major events:
 - **Development of a shared research platform.** A single research platform was designed to meet the evaluation requirements of five government stakeholders: MBIE, Auckland Council, Hamilton City Council, WellingtonNZ, and Dunedin City Council. The resulting system of data collection tools is presented in a separate document entitled “Research Plan for FIFA Women’s World Cup 2023”.
 - **Development of a shared funding model.** The research platform described above was facilitated by a shared funding model whereby MBIE contracted with the research provider to deliver a national evaluation and each Host City contracted independently with the research provider to deliver an evaluation for their region. This approach resulted in much lower costs for all government stakeholders relative the alternative of commissioning stand-alone research.
 - **Development of new survey techniques.** Most data collection forms are designed for single-destination events and can’t be easily scaled to accommodate multiple Host Cities. New data collection forms therefore had to be developed for FWWC 2023 that collected the necessary data points in the most efficient way possible. These forms are in the public domain and could be applied to future events involving multiple Host Cities.

⁶² The Unity Pitch is a vibrant and unique, multi-coloured Futsal-sized astro-turf pitch that was used in Host Cities in the build up to FWWC 2023. It was located at The Cloud as part of the FIFA Fan Festival during the Tournament.



6.3 Comparison with forecast

MBIE’s event evaluation framework was used during the due diligence phase to assess the potential benefits of co-hosting FWWC 2023. Valid comparisons can therefore be made between the most recent projected impacts on Auckland (produced in 2019) and the realised impacts presented in this report, noting that neither the Draw nor Play-Off Tournament had been assigned to New Zealand at the time the projections were produced.

Realised gross costs were \$74.7 million (93%) higher than projected and realised benefits were \$103.4 million (103%) higher. The realised net benefit was \$28.7 million (142%) higher than projected and the realised benefit-cost ratio was 7 basis points (5%) higher than projected. Reasons for these variances include:

- The inclusion of Draw and Play-Off Tournament costs and benefits in this evaluation (these were not included in the 2019 projections because they hadn’t been assigned to New Zealand at that stage).
- The inclusion of non-attendee benefits in this evaluation (non-attendee benefits were not considered in the 2019 projections).
- The teams that were drawn to play in New Zealand. This was not finalised until February 2023 following the Play-Off Tournament. New Zealand was fortunate to host the United States team which was accompanied by the large group of supporters.
- Changes in central and local investment levels during the planning phase as the requirements and opportunities of co-hosting the FWWC 2023 became more certain.

Table 56: Comparison of realised and projected impacts for Auckland

Source: FWWC 2023 Impact Evaluation (2023), FWWC 2023 pre-event evaluation (2019)

Measure	Realised (2023)	Projected (2019)	Variance	Percentage variance
Gross cost (\$m)	\$154.8	\$80.1	\$74.7	93%
Gross benefit (\$m)	\$203.6	\$100.3	\$103.4	103%
Net benefit (\$m)	\$48.9	\$20.2	\$28.7	142%
Benefit-cost ratio	1.32	1.25	0.07	5%
Visitor nights	175,279	129,663	45,616	35%
Change in Auckland GDP (\$m) ⁶³	\$87.1	\$59.0	\$28.1	49%

⁶³ Regional GDP is not part of the cost-benefit analysis but has been included in this table because it is a KPI for Tātaki Auckland Unlimited.



6.4 Monetised costs and benefits to New Zealand

A national impact evaluation was commissioned by MBIE that used the same research platforms, methodology, and research provider as the regional evaluation for Hamilton. The high-level results for New Zealand are presented in the table below.

The cost-benefit analysis for New Zealand has identified a gross monetised cost of **\$323.2** million and a gross monetised benefit of **\$432.6** million. The net monetised benefit is therefore **\$109.5 million** and the benefit-cost ratio (gross benefit divided by gross cost) is **1.34**. This means that every \$1 of cost incurred by New Zealand returned a benefit of \$1.34 (a net benefit of \$0.34 per dollar).

Table 57: Monetised costs and benefits to New Zealand of hosting FWWC 2023

Source: All sources listed in Table 16 in Section 2.3

Measure	Value (\$m)	Description
Government costs	\$101.1	Total cost to central and local government
Public funds cost	\$20.2	Redistribution of public funds cost @ 20% as per Treasury guidelines
Event attendee costs	\$80.3	Value of time and money devoted to FWWC 2023 by attendees
Business costs	\$118.6	Value of the resources consumed by businesses to service the additional demand caused by FWWC 2023
Carbon costs ⁶⁴	\$3.0	Value of unpriced carbon production attributable to FWWC 2023
Other costs	\$0.0	Other monetised costs
Total cost	\$323.2	Total gross cost generated by FWWC 2023
Event attendee benefits	\$117.8	Social value to FWWC 2023 attendees (event attendee cost + estimated consumer surplus)
Business benefits ⁶⁵	\$191.6	Value of additional business demand (revenue) caused by FWWC 2023
Media benefits ⁶⁶	\$22.5	Value of media exposure generated by FWWC 2023 (based on estimated future value of tourism generated)
Non-attendee benefits	\$78.6	Social value accruing to non-attendees (option value/existence value/national pride)
Avoided future costs	\$18.5	Avoided future infrastructure costs due to projects being brought forward for FWWC 2023
Other benefits	\$3.8	Other monetised benefits
Total benefit	\$432.6	Total gross benefit generated by FWWC 2023
Net benefit	\$109.5	Total benefit less total cost
Benefit-cost ratio	1.34	Total benefit divided by total cost

⁶⁴ Best estimate at time of writing – may be subject to change.

⁶⁵ Includes 10% of event income sourced from, and spent in, New Zealand, as per MBIE's event evaluation guidelines.

⁶⁶ Best estimate at time of writing – may be subject to change.



6.5 Monestised costs and benefits to Host Cities

Independent impact evaluations were commissioned and paid for by each Host City (Auckland, Hamilton, Wellington, and Dunedin). These regional evaluations leveraged the research platforms funded by MBIE and used the same methodology and research provider as the national evaluation. The high-level results for each Host City are presented in Table 58 below. Note that the regional evaluations will not sum to the national results for two reasons:

1. The national evaluation includes costs and benefits across the whole country, whereas the regional evaluations only consider the costs and benefits to the four Host Cities.
2. Inter-regional transfers (e.g., domestic tourism expenditure) are included in the regional evaluations but excluded from the national evaluation.

Table 58: Summary of impacts on Host Cities

Source: Independent evaluations commissioned by Host Cities

Measure	Auckland	Hamilton	Wellington	Dunedin
Gross cost (\$m)	\$154.8	\$19.6	\$59.0	\$27.3
Gross benefit (\$m)	\$203.6	\$26.0	\$83.6	\$34.1
Net benefit (\$m)	\$48.9	\$6.4	\$24.6	\$6.8
Benefit-cost ratio	1.32	1.33	1.42	1.25
Visitor nights	175,279	15,034	100,124	39,793



7 Appendices



Appendix 1: FWWC 2023 Match Schedule

		MATCH SCHEDULE														FIFA Women's World Cup Australia & New Zealand 2023™																			
		Group Matches							Round of Sixteen							Quarter Finals		Semi Finals		3 rd Place & Final															
		THURSDAY 20 July	FRIDAY 21 July	SATURDAY 22 July	SUNDAY 23 July	MONDAY 24 July	TUESDAY 25 July	WEDNESDAY 26 July	THURSDAY 27 July	FRIDAY 28 July	SATURDAY 29 July	SUNDAY 30 July	MONDAY 31 July	TUESDAY 1 August	WEDNESDAY 2 August	THURSDAY 3 August	FRIDAY 4 August	SATURDAY 5 August	SUNDAY 6 August	MONDAY 7 August	TUESDAY 8 August	WEDNESDAY 9 August	THURSDAY 10 August	FRIDAY 11 August	SATURDAY 12 August	SUNDAY 13 August	MONDAY 14 August	TUESDAY 15 August	WEDNESDAY 16 August	THURSDAY 17 August	FRIDAY 18 August	SATURDAY 19 August	SUNDAY 20 August		
NZL	AUCKLAND / TAMAKI MAKAURAU EDEN PARK	NZL v NOR	USA v VIE	ITA v ARG	ESP v ZAM																														
AUS	SYDNEY / GADIGAL SYDNEY FOOTBALL STADIUM			FRA v JAM	COL v KOR																														
NZL	DUNEDIN / ÔTEPOTI DUNEDIN STADIUM	PHI v SUI	RED v POR																																
AUS	MELBOURNE / NAARM MELBOURNE RECTANGULAR STADIUM	NGA v CAN	GER v MAR																																
NZL	WELLINGTON / TE WHANGANUI-A-TARA WELLINGTON REGIONAL STADIUM	ESP v CRC	SWE v RSA																																
NZL	HAMILTON / KIRIKIRIROA WAIKATO STADIUM		ZAM v JPN																																
AUS	BRISBANE / MEANJIN BRISBANE STADIUM		ENG v HAI																																
AUS	PERTH / BOORLOO PERTH RECTANGULAR STADIUM		DEN v CHN																																
AUS	ADELAIDE / TARNTANYA HINDMARSH STADIUM																																		
AUS	SYDNEY / GADIGAL STADIUM AUSTRALIA																																		

* NOTE: Match 1 is the Opening match including the Opening Ceremony

GROUP A	GROUP B	GROUP C	GROUP D	GROUP E	GROUP F	GROUP G	GROUP H
New Zealand (NZL) Norway (NOR) Philippines (PHI) Switzerland (SUI)	Australia (AUS) Republic of Ireland (IRL) Nigeria (NGA) Canada (CAN)	Spain (ESP) Costa Rica (CRC) Zambia (ZAM) Japan (JPN)	England (ENG) Haiti (HAI) Denmark (DEN) China PR (CHN)	USA (USA) Vietnam (VIE) Netherlands (NED) Portugal (POR)	France (FRA) Jamaica (JAM) Brazil (BRA) Panama (PAN)	Sweden (SWE) South Africa (RSA) Italy (ITA) Argentina (ARG)	Germany (GER) Morocco (MAR) Colombia (COL) Korea Republic (KOR)

© FFA 2023
24.2.2023
All kick-off times are local times
Subject to Change



Appendix 2: Sport NZ Research Infographic

2023 Women's Sporting Landscape

The recent Rugby and Football World Cups in Aotearoa New Zealand drove big increases in interest and engagement with women's sport, according to our recent Sport NZ/Gemba research.

Gemba



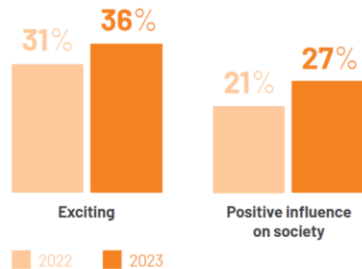
Consumption of women's sport

Since July 2022, viewership of women's sport has increased by 29%.



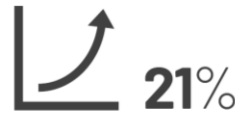
Perceptions of women's sport

Significantly more New Zealanders perceive women's sport as exciting and having a positive influence on society.



Athlete Awareness

Marketability of female athletes and teams has risen, driven by increased awareness.



National team interest

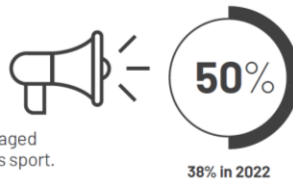
Three women's national teams are now in the top five most popular in New Zealand, up from only one in 2022.

- 1 The All Blacks (Men's Rugby Union)
- 2 The Black Ferns (Women's Rugby Union)
- 3 Men's Rugby Sevens Team
- 4 The Silver Ferns (Women's Netball)
- 5 Women's Rugby Sevens Team



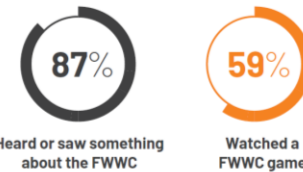
Advocacy for women's sport

Half of New Zealanders said they had recently advocated for or encouraged others to watch women's sport.

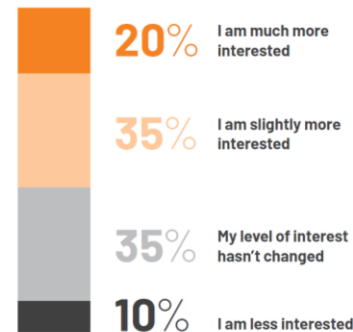


FIFA Women's World Cup Impact

The majority of New Zealanders heard or saw something about the FIFA Women's World Cup 2023 and watched a game during the tournament.



Following the FIFA Women's World Cup 2023, over half of New Zealand indicated they were more interested in women's football.



Survey conducted in September 2023 based on a representative sample of 1007 New Zealanders. All increases displayed are statistically significant.

sportnz.org.nz/its-time



Appendix 3: Relevant benchmarks for large sports events in Auckland

	FIFA Women's World Cup 2023	Rugby World Cup 2021	2022 Women's Cricket World Cup	36 th Americas Cup	All large sports events in Auckland ⁶⁷
Economic					
Net benefit (\$m)	\$49.0	\$7.4	\$5.7	-\$91.6	\$0.8
Benefit-cost ratio	1.32	1.26	1.47	0.85	1.25
Visitors	40,982	19,712	569	38,734	5,400
Visitor nights	175,279	70,902	3,787	377,765	7,954
Match spectators⁶⁸					
Perceived value score (out of 10)	8.9	8.7	8.4	7.6	n/a
Net Promoter Score	76	68	64	53	44
Resident pride score	90%	91%	88%	89%	83%
Resident liveability score	90%	93%	94%	85%	87%
Overall satisfaction	97%	99%	98%	94%	89%
Satisfaction with waste management	77%	n/a	n/a	53%	n/a
Satisfaction with low carbon transport options	61%	n/a	n/a	n/a	n/a
Satisfaction with sustainability messaging	58%	n/a	n/a	53%	n/a
Māori cultural theme score	75%	93%	n/a	57%	n/a
Place to live score (domestic visitors only)	23%	25%	38%	39%	16%
Place to visit score (domestic visitors only)	42%	56%	56%	69%	37%
Place to do business score (domestic visitors only)	18%	21%	25%	29%	21%
Increased visibility of women's sport in NZ score	97%	99%	n/a	n/a	n/a
Improved perception of women's sport	86%	99%	n/a	n/a	n/a
Safety and security score	91%	99%	n/a	88%	n/a

⁶⁷ Involving more than 10,000 attendees and evaluated using the Event Economics methodology.

⁶⁸ Includes people who also attended the FFF in Auckland.



	FIFA Women's World Cup 2023	Rugby World Cup 2021	2022 Women's Cricket World Cup	36 th Americas Cup	All large sports events in Auckland
FFF spectators⁶⁹					
Perceived value score (out of 10)	7.7	8.7	8.4	7.6	n/a
Net Promoter Score	70	68	64	53	44
Resident pride score	88%	91%	88%	89%	83%
Resident liveability score	88%	93%	94%	85%	87%
Overall satisfaction	93%	99%	98%	94%	89%
Satisfaction with waste management	86%	n/a	n/a	53%	n/a
Satisfaction with low carbon transport options	77%	n/a	n/a	n/a	n/a
Satisfaction with sustainability messaging	71%	n/a	n/a	53%	n/a
Māori cultural theme score	59%	93%	n/a	57%	n/a
Place to live score (all visitors)	73%	25%	38%	39%	16%
Place to visit score (all visitors)	86%	56%	56%	69%	37%
Place to do business score (all visitors)	55%	21%	25%	29%	21%
Increased visibility of women's sport in NZ score	96%	97%	99%	n/a	n/a
Improved perception of women's sport	88%	86%	99%	n/a	n/a
Accessibility score	89%	n/a	n/a	85%	n/a
Family friendly score	95%	n/a	n/a	89%	n/a
Safe and security score	91%	99%	n/a	88%	n/a

⁶⁹ Excludes people who also attended a FWWC 2023 match in Auckland.



	FIFA Women's World Cup 2023	Rugby World Cup 2021	2022 Women's Cricket World Cup	36 th Americas Cup	All large sports events in Auckland
Official FIFA volunteers					
Perceived value score (out of 10)	8.7	8.3	8.0	7.8	n/a
Net Promoter Score	72	n/a	45	49	n/a
Resident pride score	95%	92%	93%	89%	n/a
Resident liveability score	96%	90%	82%	81%	n/a
Overall satisfaction	96%	99%	87%	94%	n/a
Satisfaction with waste management	72%	n/a	n/a	70%	n/a
Satisfaction with low carbon transport options	62%	n/a	n/a	n/a	n/a
Satisfaction with sustainability messaging	67%	n/a	n/a	70%	n/a
Māori cultural theme score	77%	96%	n/a	74%	n/a
Place to live score (all visitors)	51%	19%	n/a	42%	n/a
Place to visit score (all visitors)	51%	73%	n/a	61%	n/a
Place to do business score (all visitors)	39%	55%	n/a	46%	n/a
Increased visibility of women's sport in NZ score	99%	100%	n/a	n/a	n/a
Improved perception of women's sport	90%	n/a	n/a	n/a	n/a
Accessibility score	90%	n/a	n/a	81%	n/a
Safe and security score	91%	99%	n/a	93%	n/a

the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million (12.5% of the population).

There are a number of reasons for this increase. One is that the public sector has become a more important part of the economy. Another is that the public sector has become more efficient. A third is that the public sector has become more attractive to workers. A fourth is that the public sector has become more diverse.

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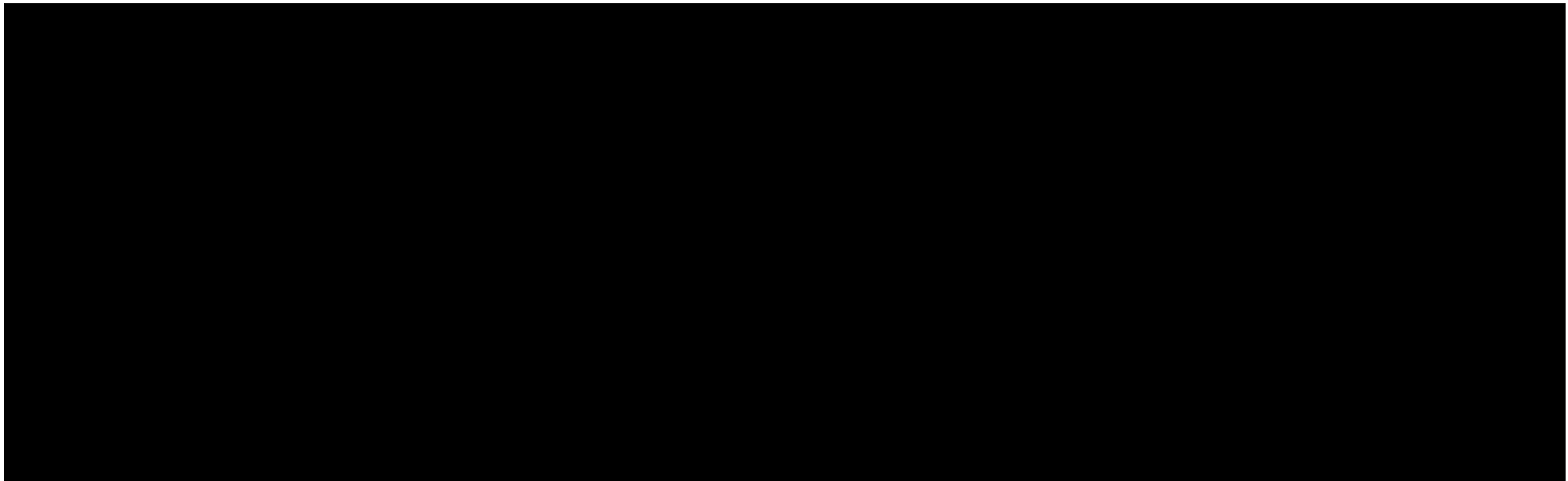
Chief Executive Report

Report to the Board of Tātaki Auckland Unlimited – 31 January 2024

1. Introduction

- The Board received the Council's Letter of Expectations in the week before Christmas. The expectations have been well-signalled by the Council for some time.
- The ASB Tennis Classic sold out 17 of 20 sessions while the event benefited from a fine run of weather.
- The Long Term Plan consultation document released at the end of January includes options for the future of North Harbour Stadium, including whether to maintain the existing stadium or whether to develop a smaller stadium. An information document was released before Christmas responding to stakeholder questions. A stakeholder advisory group chaired by Jennah Wootten is being established to ensure strong stakeholder involvement in the decision-making.
- A new 'Climate Change and Sustainability' section has been added to the board paper template. The Climate Innovation and Sustainability team is working on general guidance and holding monthly drop-in sessions to assist staff in completing this new section.
- Annie Dundas has been appointed into the new role of Director Destination. Annie has been with ATEED, then TAU for four years – most recently as Head of Visitor Economy. Annie will lead the new Destination rōpū, which aims to strengthen TAU's visibility and relationships with the tourism and events industry, helping the organisation to work better with industry. The rōpū will be responsible for coordinating and marketing a citywide calendar, including the major events programme. Recruitment for the new Director Performing Arts role continues.

2. Finance update



3. Strategic Plan implementation


Experiences and Events

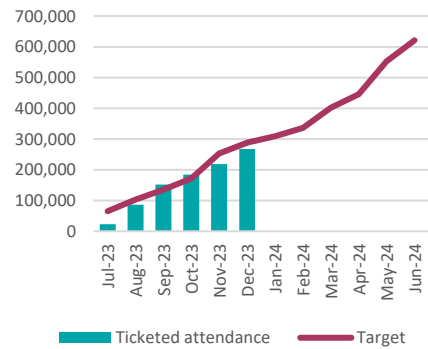
Auckland Live	Major Events	Auckland Conventions & Business Events
<ul style="list-style-type: none"> • Aotea Centre works are on track for the return of events from 29 Jan. Staff returned to offices on 15 Jan. • Auckland Live Summer in the Square launched for Aotea Square events in Feb. Activities include String Symphony, a giant two storey puppet by Australian company Spare Parts Puppet theatre, outdoor cinema programming and partnership activities with Latin Festa, Auckland Pride, Stand Up Stand Out and Lunar New Year in the Square. • 17 commercial events will be delivered in Feb. 	<ul style="list-style-type: none"> • ASB Classic broke its previous ticket sale records [redacted] and 17 of 20 sessions sold out; 24% of ticket holders were from outside of Auckland. • As part of Moana Auckland, the Maritime Festival has 150 wooden and classic boats registered to participate. Event and festival hub programme is being finalised. [redacted] • BNZ Auckland Lantern Festival (22-25 Feb) will feature a new 30m-long Dragon Lantern from China. Engagement is underway with mana whenua Tainui waka to hold a Whakatau to open the festival, and an international group from China has been confirmed to perform at the VIP Opening Ceremony. Naming rights sponsor BNZ will host B2B partners at the festival across the four days. • Pasifika Festival (9-10 Mar) has more than 135 market stalls, a notably high number compared to previous festivals. MOTAT joins Pasifika this year, offering free admission and a unique Pasifika programme. • TAU secured three Auckland exclusive Coldplay stadium shows in Nov 2024. [redacted] • Synthony in the Domain ticket sales are progressing well, [redacted] 	<p>Auckland Conventions Venues and Events (ACVE)</p> <ul style="list-style-type: none"> • ACVE delivered 35 events (41 event days), 14,625 attendees, [redacted] • Key events held in the month were Bold Steps 1100 attendees, NZ TV Awards 1300 attendees – both at VEC. • The team contracted [redacted] (venue hire value). Key events include NZ Collision Repairs Association, New Zealander of the Year Awards and Workday AUS/NZ Conference, [redacted] • The team secured [redacted] of opportunity (venue hire value). <p>[redacted]</p> <p>Auckland Convention Bureau (ACB)</p> <p>[redacted]</p> <p>There are 46 future business events confirmed for Auckland (to 2028) as a result of ACB’s support with an estimated future economic value of \$71.4m.</p>
<p>City Wide Events Calendar</p>		
<ul style="list-style-type: none"> • Sharing of the City Wide Events Calendar with Auckland Council teams, and the development of process to include their events, is in process. Ongoing development, and coordination of wider organisation roll out, will sit with the new Director Destination. Project timelines need to be reviewed and confirmed by incoming director. 		

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

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

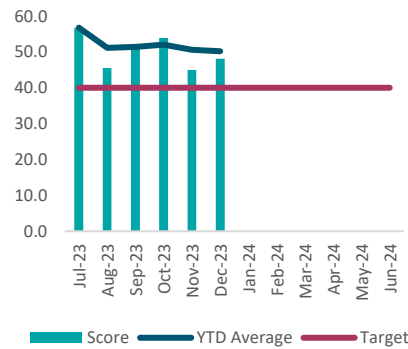
KPI RESULTS

Ticketed attendance Auckland Live (cumulative) 



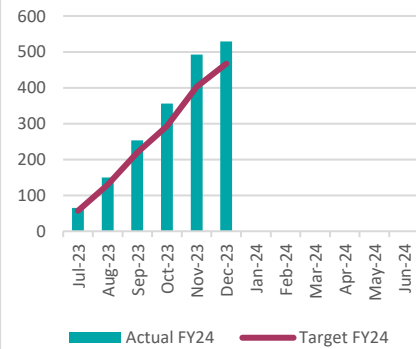
Ticketed attendance was **below target** at the end of December, at 267k

NPS for TAU audiences and participants Auckland Live 

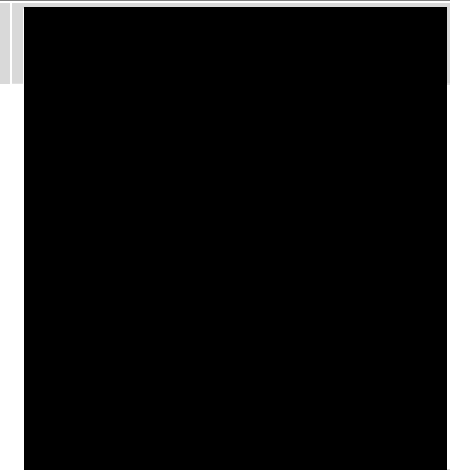


Auckland Live's NPS score year to date is tracking **above target**

Number of events ALAC (cumulative)




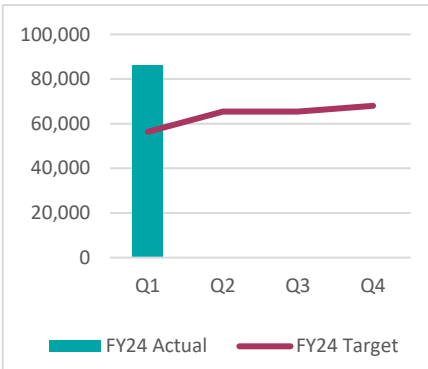
The number of events was **above target** at the end of December



Below target

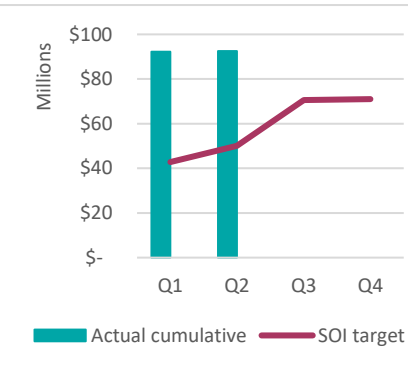
S7(2)(f)(i),(h),(i)
LGOIMA 1987

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



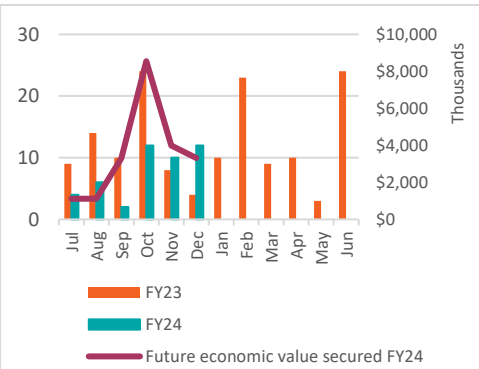
Auckland Live has already **reached the year-end SOI target**. This was mostly due to a larger than anticipated number of children participating at the FIFA Fan Festival.

Contribution to regional GDP from major & business events 



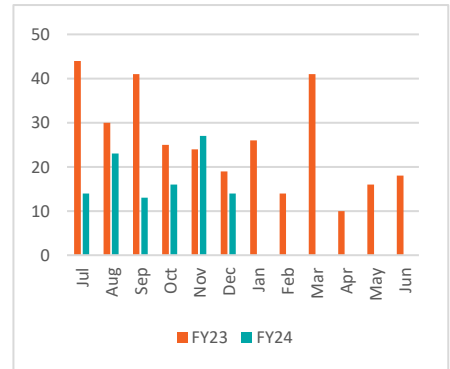
YTD SOI **target has already been met**. The main contributor to the 23/24 FY results was the FIFA WWC 2023, which contributed over \$87m to the regional GDP.

Business events secured



ACB helped to secure **12 new business events** for Auckland in December, with an estimated \$3.3m of future economic benefit to the region. The events are due to be held in 2024.

Business events – new opportunities supported



In December, ACB generated or assisted with **14 new business events opportunities** for Auckland with dates through to 2025 and an estimated economic value of \$2.6m if all were to be secured

Facilities

Auckland Zoo
<ul style="list-style-type: none"> • Total visitors: year to date 402,026, 3.5% ahead of target. Dec visitation was 74,184 including functions visitors – slightly higher than target. • Revenue from all sources in Dec was \$1.27m, retail continues to perform strongly onsite and online, with year to date 6.4% above budget. • In a rewarding demonstration of the excellent habitat and environment created for its Asian arowana, kaimahi were excited to notice that one of the male fish appeared to be 'mouth brooding' (where the eggs and subsequent young are held inside the mouth for safety). The team carefully moved the male to back-of-house tank and the male quickly 'spat out' the 15 baby Asian arowana. • The Zoo opened a new specialist accessible toilet facility in Dec with 24-hour access for people with profound disabilities, regardless of whether they are visiting the Zoo. It is one of only a handful of similar facilities in the country. • Zoo volunteers are crucial for connecting visitors to its mission and the natural world. In 2023, volunteers donated 27,823 hours, the equivalent of almost 18 FTE (28.5% increase from last year). • In Dec, the Zoo delivered conservation learning programmes to more than 5000 learners (approx. 4300 onsite and 750 online). • The South East Asia Jungle Track project team received Property Council of New Zealand - Auckland Property People's 'Best Team Award'. The award recognises the entire project team including Zoo and wider-TAU staff, consultants and contractors who contributed to making this project successful.

NZ Maritime Museum
<ul style="list-style-type: none"> • There were 9,391 visitors to the galleries, shop, event spaces and cafes in Dec. This is just below the target of 10,610. • Preparations for the long-term gallery renewal programme continue and have moved to a scheduling and resource definition phase, with the goal of establishing a multi-year schedule of works. • Always Song in the Water – Art Inspired by Moana Oceania, continues with its popular public programme and artist interactions. The exhibition has been extended to run into the Moana Ocean Festival timeframe. • The museum café was the venue for the Live Ocean 4th birthday celebrations. • Work continues with collection storage move, with access to the new site shared with Auckland War Memorial Museum now available. NZMM has begun installation of on-site infrastructure at the new location and has lodged for consent for necessary building works.

Auckland Art Gallery Toi o Tāmaki
<ul style="list-style-type: none"> • Guo Pei: Fashion, Art, Fantasy 郭培：时装之幻梦 had 10,550 total exhibition visits to date, in the 22 days open to 31 Dec, and is expected to meet and slightly exceed its total 70,000 forecast exhibition visits, and to meet its overall revenue target, comprising higher membership conversion and as a result, lower non-member ticket purchases. • YTD total visitation to the gallery was 212,522 in 183 days open (averaging 1161 daily). The gallery is set to meet and slightly exceed its overall total visitation forecast for the year. <div style="background-color: black; height: 40px; width: 100%;"></div> <ul style="list-style-type: none"> • The Research Library received two new archives: the <i>Sue Crockford Pound Gallery Archive and Francis Pound Papers</i> and the <i>Peter Roche and Linda Buis Performance Art Archive</i>. • The final instalment of the Maureen Lander Archive has been catalogued and will be received at the beginning of the year. • Ron Brownson's Auckland Art Gallery Archive has been completed.

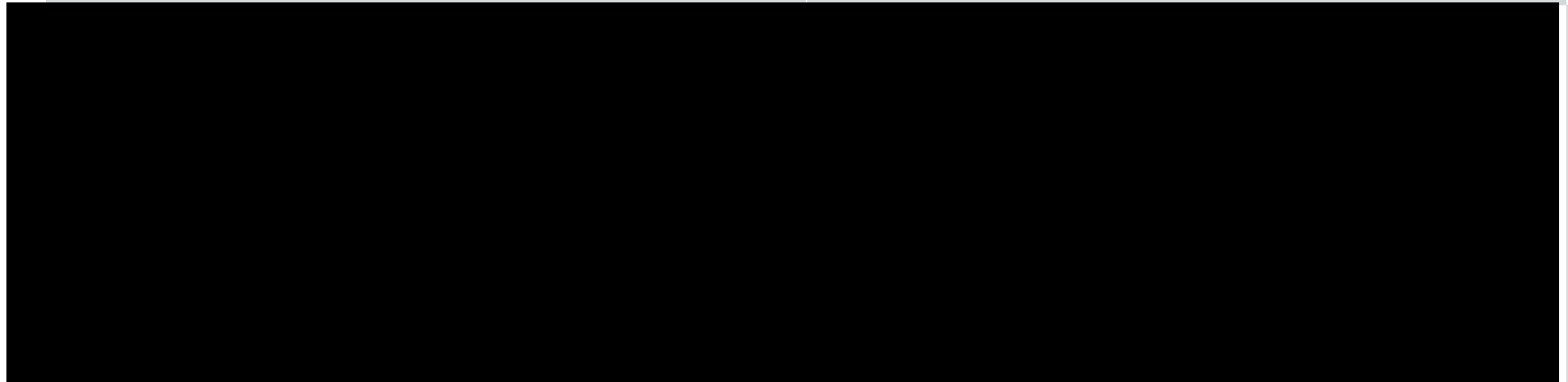
Auckland Stadiums
<ul style="list-style-type: none"> • Dec was a particularly quiet month at Auckland Stadiums with no large events staged. There were 42.5 event days that drew 7455 people. • With the lack of large events, it was pleasing that Lilyworld had a strong month proving to be a popular venue for corporate Christmas functions [REDACTED] • Event activity at Western Springs remains significantly restrained whilst the remediation work continues following last January's floods. A pop-up slip 'n slide operated through the Dec holiday period, providing the local community with the opportunity to enjoy the country's longest water slide. • A charity initiative driven by Go Media and supported by a number of stakeholders including TAU, the NZ Warriors Foundation, Countdown, and One NZ resulted in the inaugural Christmas at the Stadium event at Go Media Stadium. More than 500 people attended the event which included a Christmas lunch, entertainment and prizes, as well as Christmas gifts. The event was very well received by attendees and further highlighted the broad range of benefits realisable through the partnership with Go Media.

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

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

Film Studios

Western Springs Precinct

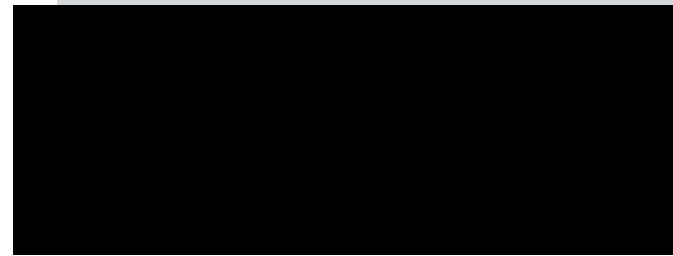


S7(2)(f)(i),(h),(i) LGOIMA 1987

Aotea Arts Quarter

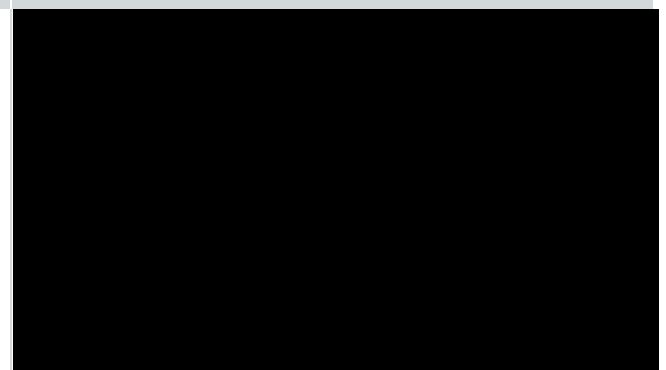
Integrating Auckland's cultural institutions

Single Operator Stadiums Auckland (SOSA)



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

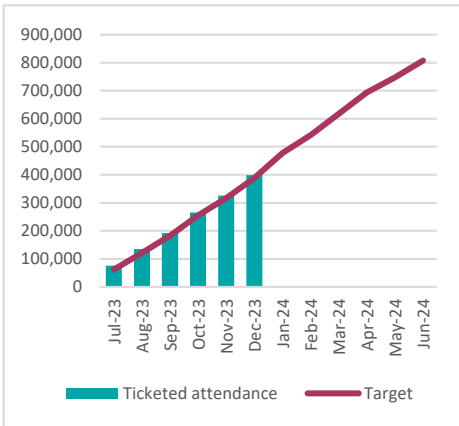
- Council is leading work to consider potential **changes to the legislation** for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board.
- A **political working group (PWG)** led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM.
- The PWG met with AWMM on 13 Dec and will hold a similar session with MOTAT in Feb.




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

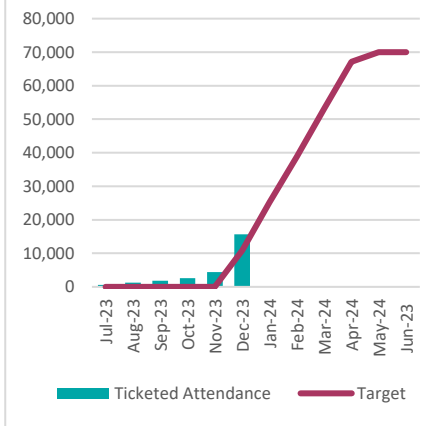
KPI RESULTS

Auckland Zoo ticketed attendance (cumulative) 




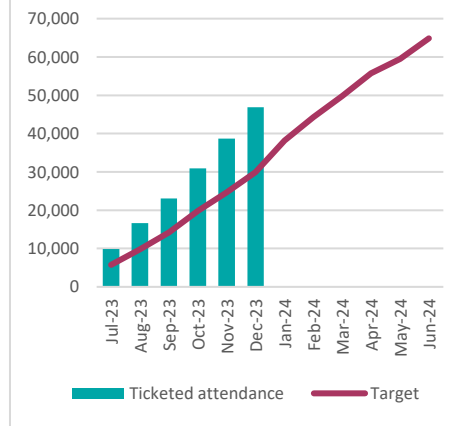
The Zoo's ticketed attendance is **on target** at 398.4k YTD

Auckland Art Gallery ticketed attendance (cumulative) 




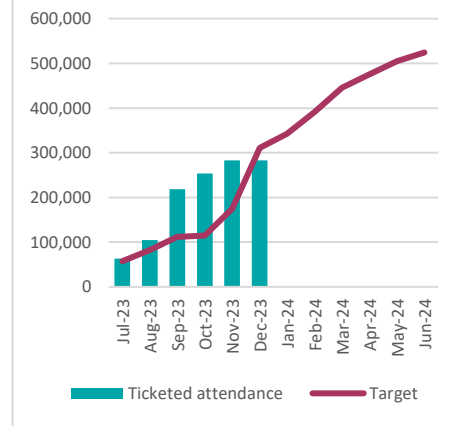
The Gallery's ticketed attendance was 15.6k at the end of December, which is **above target**

NZ Maritime Museum ticketed attendance (cumulative) 



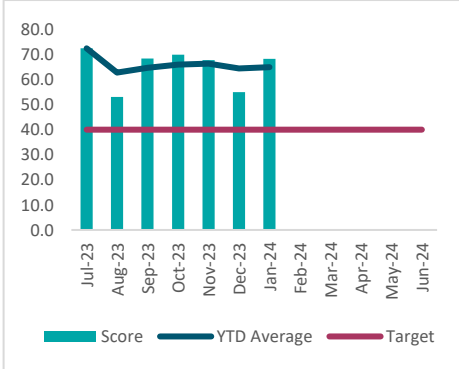
The Museum's ticketed attendance is **above target** at 46k YTD

Auckland Stadiums ticketed attendance (cumulative) 




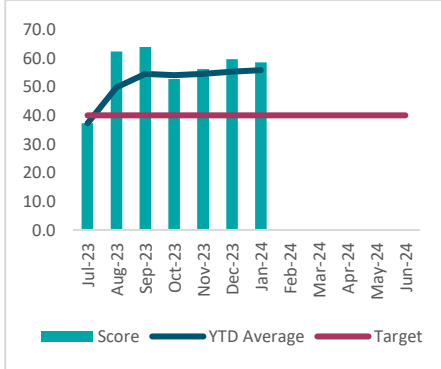
Auckland Stadiums' ticketed attendance is **below target** at 283k YTD

Auckland Zoo NPS 




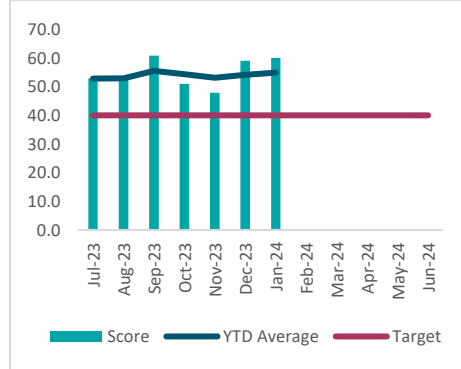
The Zoo's NPS is tracking **ahead of target** at 65

Auckland Art Gallery NPS 




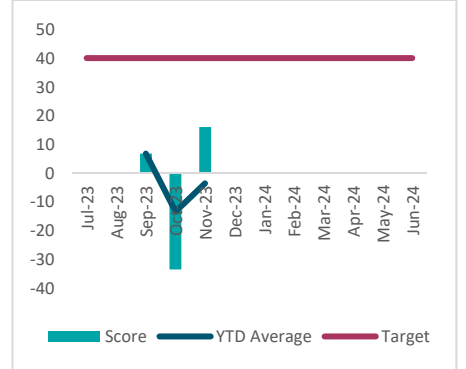
The Gallery NPS is tracking **above target** at 55.8

NZ Maritime Museum NPS 



The Museum's NPS is tracking **above target** at 54.9


Auckland Stadiums NPS 

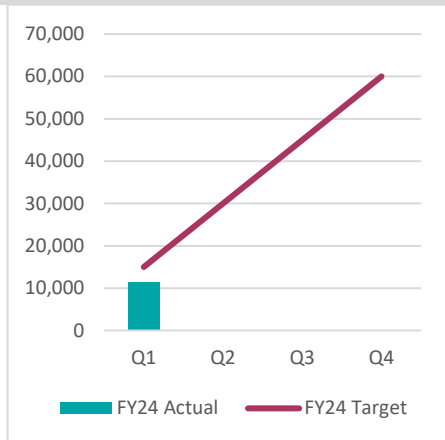


There were **no in scope events** during December.


[Redacted]

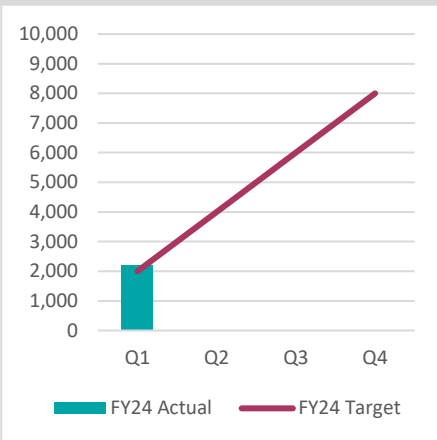
[Redacted] The low Oct NPS for Stadiums was driven by Eden Festival.

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




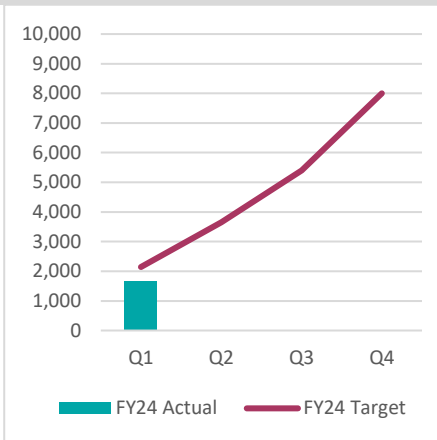
Q1 results for the Zoo were **slightly below target**

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




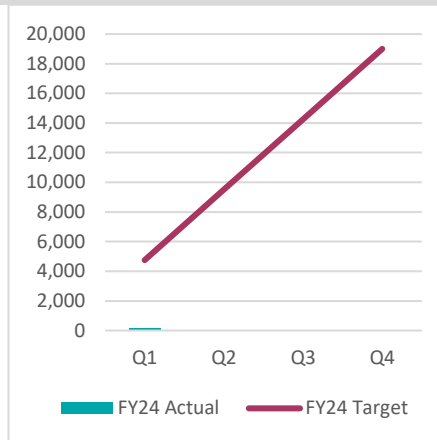
Q1 results for the Gallery were **on target**

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



Q1 results for the Museum were **slightly below target**

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



Q1 results for the Stadiums were **below target**. It's anticipated that there will be more children-focused programmes during school term 4 and later in the financial year.

Investment and Innovation

Visitor Economy
<ul style="list-style-type: none"> • The Destination Auckland Partnership Programme (DPP) has 134 financial partners. As of 16 Jan, applications total more than \$1.9m. Several hotels and attractions have joined in Jan, halfway through the programme. A full programme review will be undertaken in January to improve and refine what we offer as we look to continue into FY25. • DPP Consumer marketing and public relations activity has continued over the high season. Sling and Stone (Australia based PR Agency) and Medium Rare (content agency) have continued to generate content for partners in Australia. • Destination AKL 2035 survey to stakeholders has closed. Results will inform key actions moving forward. • Nighttime Economy – Initial insights highlight the value and economic importance of the nighttime economy. The economic contribution of the Night-time as a percentage of total spend has not dropped below 52% over the analysis period and has been as high as 59%. The average night-time transaction value is 124% greater than the day-time equivalent (\$25 vs \$55). • Iconic Auckland Eats - Final 100 dishes were selected. Launch date of full list 12 Feb.

Economic Transformation activity
<ul style="list-style-type: none"> • City Deal – [REDACTED] • State of the City – Launch of quarterly update by the Committee for Auckland, supported by TAU. The launch got significant media coverage, with stories picked up by 11 outlets including 1News, New Zealand Herald, Newshub Live and Newstalk ZB. Scheduled to present to CCO Oversight committee on progress against State of the City Recommendations in April. • Project Ikuna – the target of 3450 total delivered micro-credentials, as agreed with MBIE, has now been delivered, as has successful delivery of the Q2 Education Provider Hui on 7 Dec. Focus now on agreeing a revised target with MBIE and potential additional funding from Cause Collective.

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

Screen & Creative
<ul style="list-style-type: none"> • Unitary Plan Sites & Places of Significance to Mana Whenua, and filming: Preparation underway for a combined industry and iwi hui in Feb to co-design kaupapa and process ahead of wider plan change consultation mid-year. • Screen Auckland fee review now moving into industry and public consultation. • [REDACTED] Interim permit facilitation resource added as demand for service and tight production deadlines increased post-Christmas. • Henderson Creative Quarter: [REDACTED] [REDACTED] [REDACTED] LTP Māori Outcomes bid [REDACTED] progressing to business case. [REDACTED] • SyncPosium 2024 event upskilling and growing screen music production pipeline support with attraction event and marketing.

Tech & Innovation
<ul style="list-style-type: none"> • 18-month pilot with Tāmaki Regeneration Company to establish RESERVE innovation hub completed. Project has moved onto delivery of a post-pilot action plan to continue building the community and increase Māori and Pacific entrepreneurship. • Digital Manufacturing Light phase 2 report finalised with University of Auckland. Pilot delivered with Auckland manufacturing firms which successfully adopted new technology to increase productivity. Next step, Phase 3 will identify external funding and business model. • The Innovation Network is growing with 131 businesses at GridAKL, 17 businesses at Click Studios and 6 businesses at GridMNK; 34 Māori and Pacific peoples founders enrolled in GridMNK Tukua programme; 139 founders involved in RESERVE.

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

Investment and International

Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan (Economy Priority)

- **Meetings with Brisbane City Council, Brisbane Economic Development Agency, Japan External Trade Organisation.** Attended roundtable with Dr Reuben Abraham (India), and several China related events including Vision 2024 (CCCNZ).

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

Action E2: Climate Connect Aotearoa (CCA)

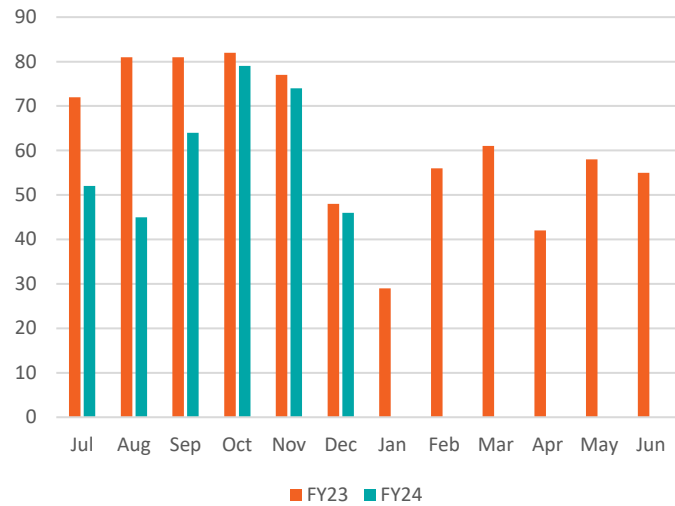
- Two new roles appointed : Climate Innovation Advisor – Māori, and a Climate Innovation Project Lead – Energy.
- The energy sharing challenge is progressing, with the Franklin Local Board including the project in its work programme after partnership presentation to the board. An MoU is also in development with Ara Ake and Counties Energy.
- Positive engagement across council to progress the proposed food challenge using council assets.
- A stakeholder hui is scheduled for the adaptation workstream to explore the proposed product and content as well as roles and responsibilities.

Actions E1 & E4: Sector vulnerability and just transition

- Follow-up hui have been held with the arts and culture sector following TAU's Climate Action Workshop series.
- Cohort two for the tourism Taurikura initiative has wrapped up.
- Scoping and engagement for a just transition project focusing on green jobs and skills in an Auckland region (funded through CCA).

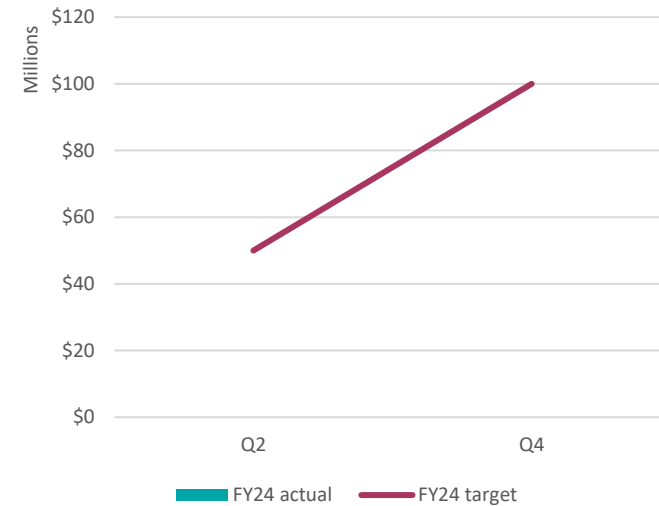
KPI RESULTS

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 ended, the numbers of permits processed returned to similar monthly levels, year on year

Attributable value of private sector investment secured during the year



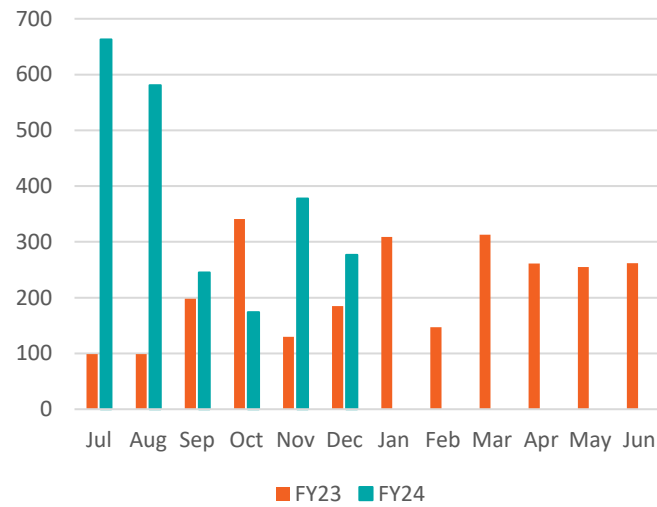
Results reported six-monthly

Brand and Reputation

Visitor	Events	Cultural Organisations
<p>Media famils</p> <ul style="list-style-type: none"> Supported Tourism New Zealand to host two journalists from North America who write for high value outlets including <i>Travel + Leisure</i>, <i>The Robb Report</i>, and <i>Food & Wine</i>. <p>Visitor economy</p> <ul style="list-style-type: none"> The Discover Auckland Phase 2 domestic campaign continued through Dec in local, drive and fly markets. Digital display advertising and sponsored content ran across Dec to drive destination marketing in Australia. A new content strategy for TAU-owned media targeted to Australian leisure travellers was delivered with recommendations to be actioned across web, EDMs and socials. The Summer is Calling TVC went live via TVNZ On Demand and YouTube from 1 Jan. 	<p>Major events</p> <ul style="list-style-type: none"> Paid social activity ran in the lead-up to Christmas in support of Moana Auckland with the full festival campaign going live from Jan. The design and build of the Moana Auckland festival physical site was briefed and progressed through layout stages for sign off in Jan. Refined Moana Auckland communications plan inputting key PR milestones and media moments to support the lead up to the festival. Developed in depth communications plans resulting in comprehensive media coverage about the successful economic and social impact results for Auckland from FIFA WWC investment and hosting. <p>ACB</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> Marketing support for Auckland’s representation at BEIA MEETINGS 24 began across stand activation, prospectus, sponsorship & advertising. S7(2)(f)(i),(h),(i) LGOIMA 1987 	<p>Auckland Art Gallery</p> <ul style="list-style-type: none"> Strong earned coverage across most major media platforms for Guo Pei exhibition – highlights were <i>Breakfast</i> TV, 1News, RNZ, The Spinoff and <i>Viva/NZ Herald</i> – culminating in EAV of \$734k and audience reach of two million for Dec. Exhibition messaging was amplified via increased activity on Weibo, through SkyKiwi’s platforms and key opinion-leaders to reach Auckland’s Chinese communities. <p>Auckland Zoo</p> <ul style="list-style-type: none"> The Christmas gifting campaign generated >\$10K in online shop revenue from a \$2500 marketing spend. Page views of the Zoo’s online shop over the campaign period numbered 5251 vs. 2422 in the equivalent period in 2022. Dec saw 49 individual stories across all media platforms amounting to an EAV of more than half a million. The Zoo’s New Year post, showing rare footage the bird team captured of a kiwi hatching from its shell, reached more than 5m accounts on social with more than 3m video views, 448 comments, 846 shares and 21,884 reactions. <p>New Zealand Maritime Museum</p> <ul style="list-style-type: none"> The Museum’s Christmas sailing event was a huge success, prompting the last-minute addition of a third sailing session. All sessions sold out quickly.
Auckland brand and reputation	Economic development	Discover Auckland platform
<p>Internal agency highlights: Diwali festival content capture; Climate change and environment strategic plan; Visitor Economy DPP Summary video and presentation; Terrace Cafe refurb video; ACB print ad series; Auckland Live end-of-year video; New Year’s and Happy Holiday videos; Zoo Lates campaign production; He Kite Matauranga video - Te Aopare Dewes; BNZ Lantern Festival logo creation.</p> <p>[REDACTED]</p>	<p>Screen Auckland</p> <ul style="list-style-type: none"> Marcomms support for the new website on track to go live in February. Comms for year-end EDM, Screen News storytelling – <i>Our Flag Means Death</i> and NZTV Awards TAU category winner. <p>Tech and Innovation</p> <ul style="list-style-type: none"> Media management for Auckland as a tech city’ interviews with Pam Ford and Marissa Brindley for publication in Jan. <p>Climate Connect Aotearoa</p> <ul style="list-style-type: none"> He Kete Mātauranga - interview and story with Chapman Tripp Lawyer on tikanga and mātauranga in legislation. Second HKM interview with Dan Walker and story in progress to be published in Jan. 	<ul style="list-style-type: none"> AKQA completed testing on event development, listing curation and ‘itinerary’ style content, with TAU testing to be completed prior to deployment by end of January. New Digital Specialist Content joined the team to replace resignation. Auckland Arts Festival Microsite launched. Discover Auckland vs Visit Auckland website performance report completed. Final SEO report received from Media Com. Briefed AKQA on new features to support DPP Content Strategy for Australia.

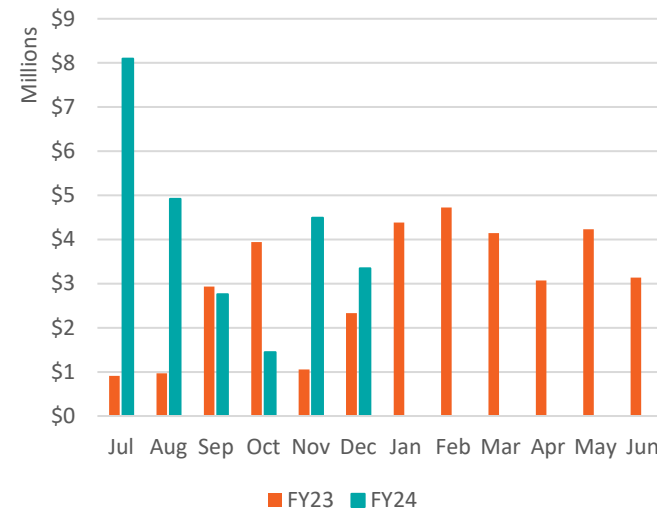
KPI RESULTS

Media coverage mentioning TAU



A 27% decrease in mentions despite wide coverage reflects the particularly high November result, while Dec coverage was significantly higher year on year. Primary drivers of coverage were FIFA WWC 2023 economic impact report and AAG exhibitions (ie Guo Pei).

Equivalent Advertising Value (EAV) of TAU media coverage



The 25% decrease in EAV relates to the decrease in coverage mentions despite significant earned coverage nearing the monthly average of \$4m.

Organisation and Social Enterprise

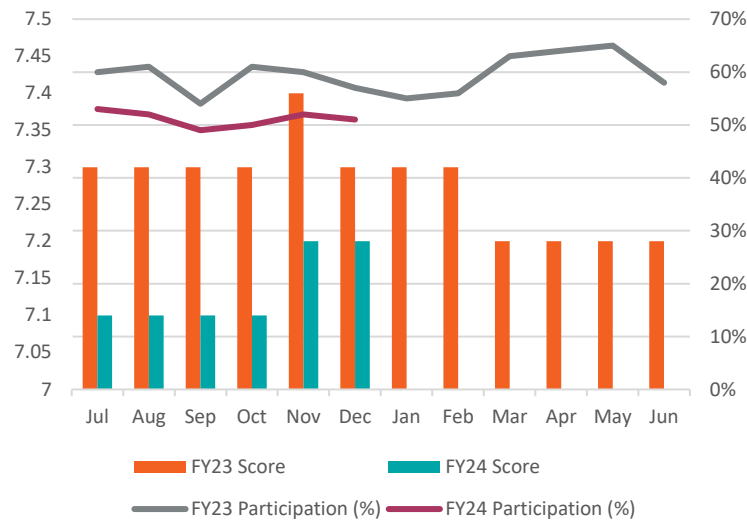
Long Term Plan	Group Shared Services Implementation
<ul style="list-style-type: none"> Auckland Council is in the process of finalising LTP consultation material and supporting information for Audit NZ review, prior to release for public consultation on 28 Feb. The LTP currently proposes a relatively stable level of council funding for TAU over the next three years. <p>[Redacted]</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> The Mayor's Letter of Expectation was received in late December and stated that "CCOs are expected to deliver group shared services and consolidation of service functions". <p>[Redacted]</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>
Commercial Revenue & Partnership Strategy	ICT Enhancement
<p>[Redacted]</p> <ul style="list-style-type: none"> Sponsorship: [Redacted] Working on leads for Gallery Open Lates and Auckland Live Presents and future planning. Grant funding: \$119K funding received for Pasifika Festival to date and \$25K for Zoo Community Tickets. Waiting on the results for 4x more Pasifika Festival grants. Second Grant Writer to start 30 Jan. Ticketing RFP: No update <p>S7(2)(f)(i) LGOIMA 1987</p>	<p>[Redacted]</p> <ul style="list-style-type: none"> The transition to Council Shared Services continues, with the move to standard End User Devices progressing very slowly. This is a precursor to the simplification of our underlying infrastructure. The transition to the Council Service Desk has led to a degradation of the experience of the TAU users, and consequently frustration from the TAU Digital team whose ability to respond swiftly has been impacted. Work is in progress to determine ways in which this can be improved. [Redacted] the Finance Programme is focussing on automating the ingestion of data required from UB and bringing it together with SAP data to provide full reporting. Work is also continuing to simplify processes (supported by the standardised ticketing and point of sale platforms across the cultural organisations) and automate reporting (which is being enabled by the Enterprise Data and Integrations Platforms). The CRM project focus is now shifting to delivery of solutions for the ACB, Visitor Economy, Strategic Relations and Sponsorship teams, which will leverage the foundational and blueprint work already completed.

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

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

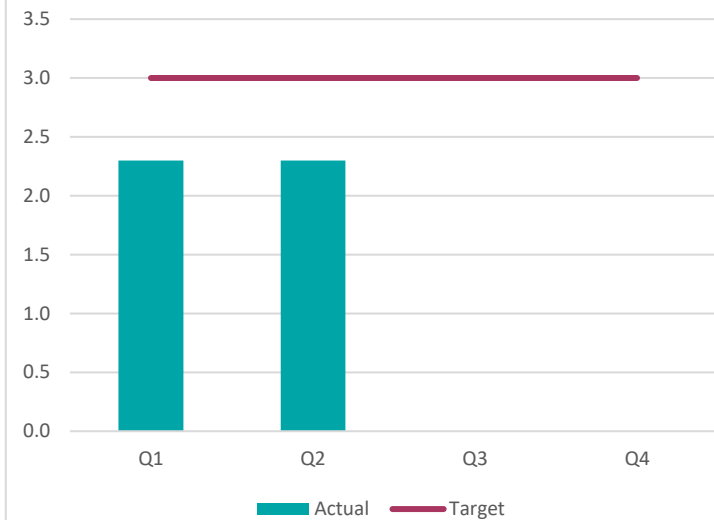
KPI RESULTS

OfficeVibe engagement score and participation



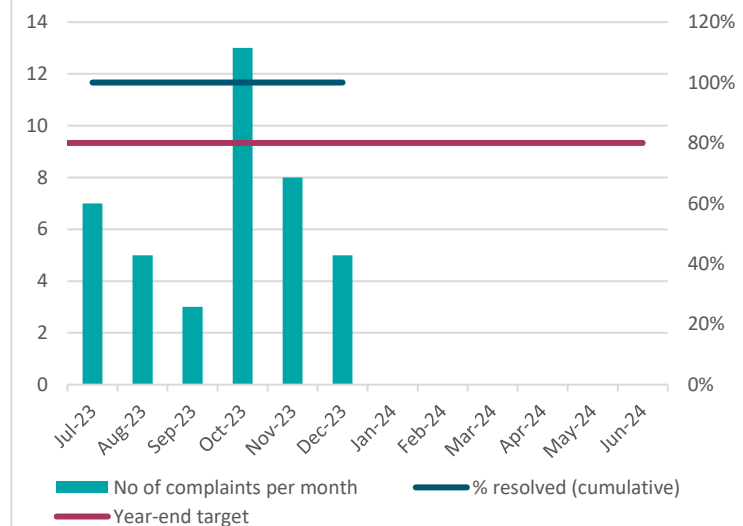
Participation **decreased slightly** in December to 51%, the score remained the same at 7.2, an increase from 7.1 over the period July – October.

Cybersecurity posture



No cyber security breaches

% of customer complaints resolved within 10 working days

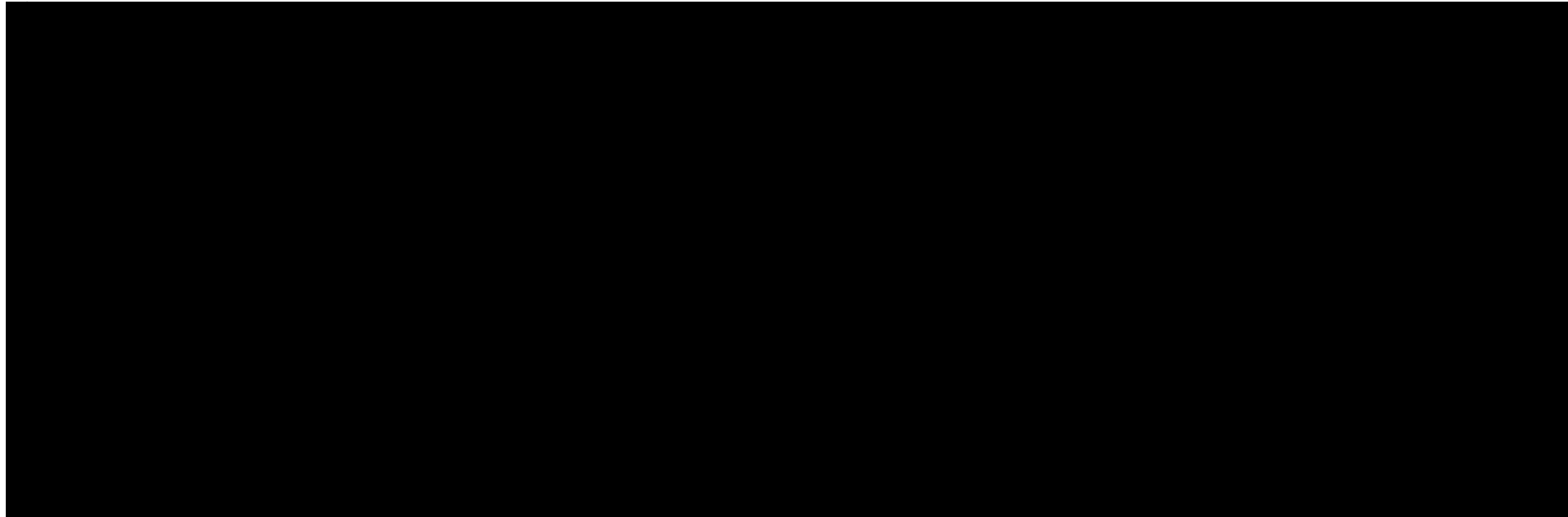


% of complaints resolved within 10 working days is **on target** (100% complaints resolved)

*Withheld due to NZX listing rules

Māori Outcomes

Kia ora te Umanga | Māori Business, Tourism and Employment



Supplier Diversity Objectives and [Sustainable Procurement](#) Update

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

TAU targets:

- 5% of the value of all direct contracts to be awarded to diverse suppliers ('diverse suppliers' includes Māori, Pacific businesses or social enterprises) and
- 15% of the total of subcontract value to be awarded to Māori and/or Pacific businesses or social enterprises

Year to date:

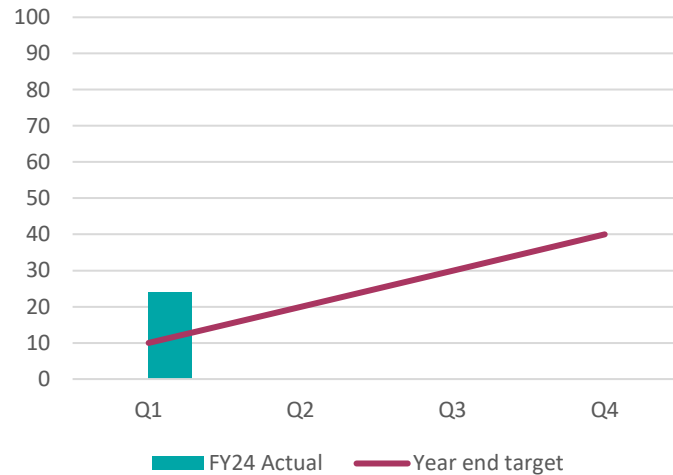
- TAU is above target YTD by achieving 7.51% of spend (\$4.91m) with identified diverse suppliers (Full year target 5%).
- Of this amount, 5.75% has been expended with Māori and Pacific suppliers (\$3.06m)
- The amount of influenceable spend available to TAU was \$65.3m

Contributions towards other strategic priorities of Kia Ora Tāmaki Makaurau Framework

- **Māori Engagement Committee** - At the Nov meeting of the committee, Hinurewa te Hau was appointed chair, and the committee charter was reviewed for approval by the TAU Board.

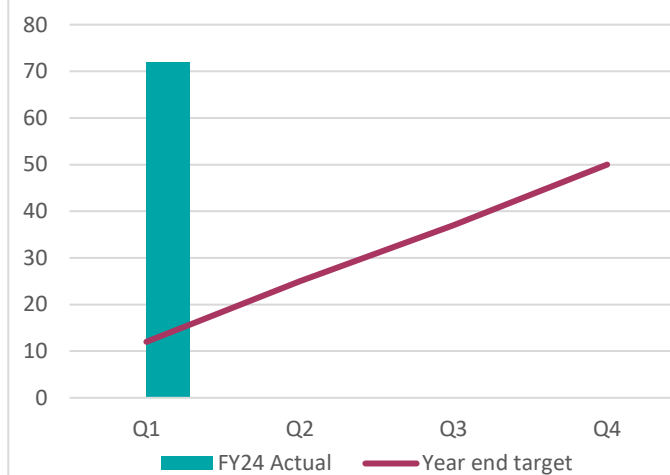
KPI RESULTS

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



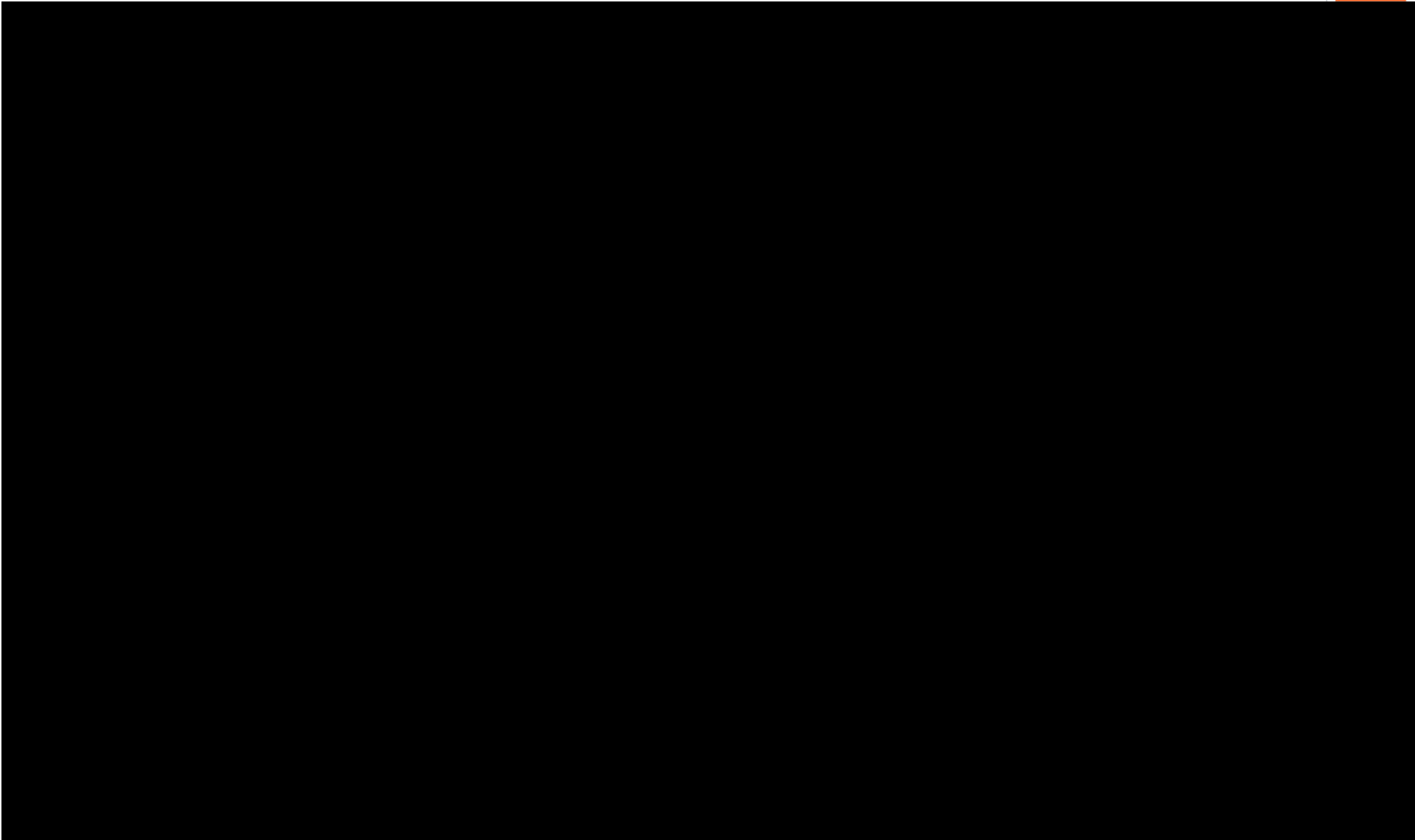
The year-end KPI target has been achieved

Schedule of Appendices

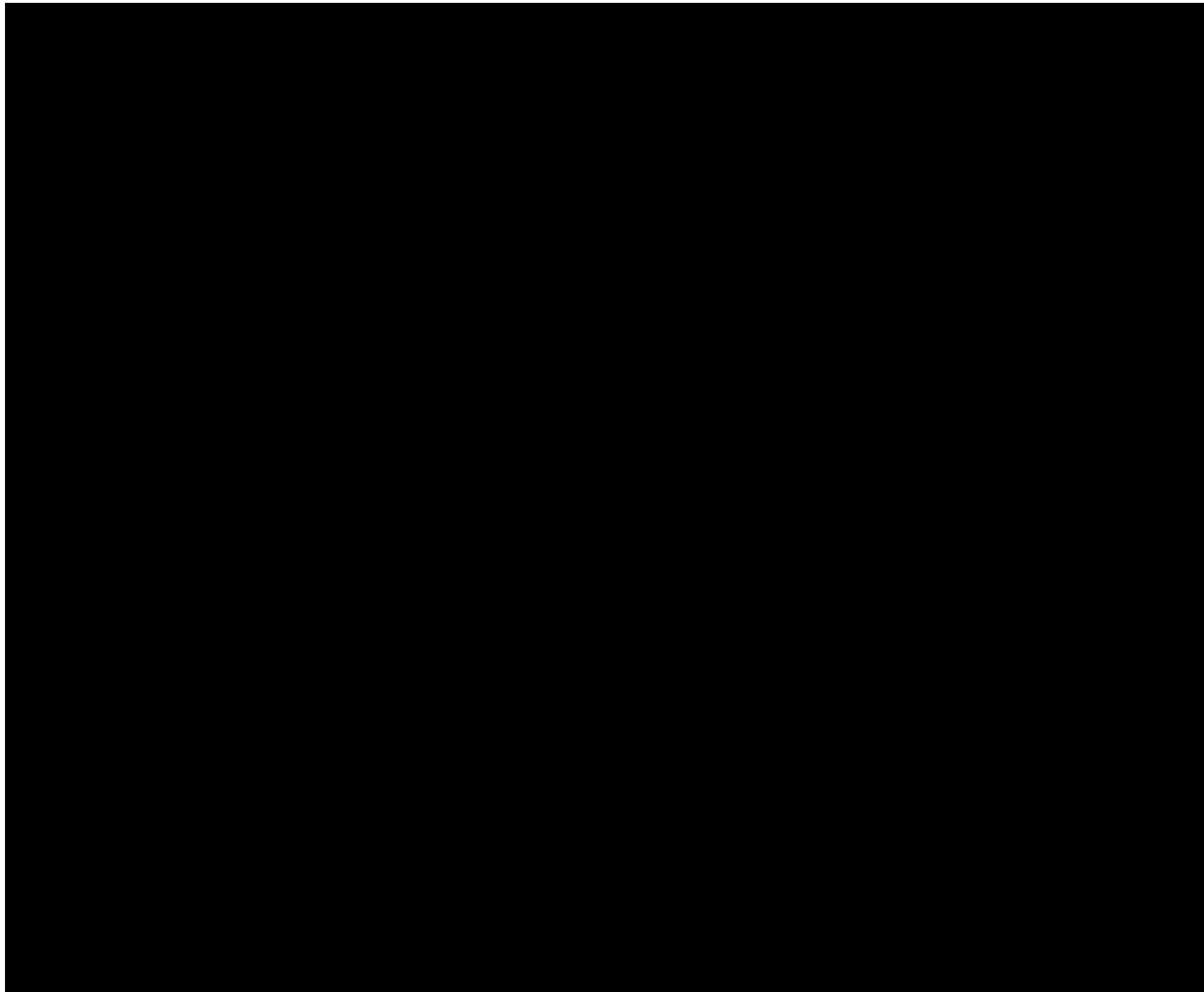
- Cybersecurity Dashboard (Monthly)
- TAU calendar (Monthly)

4. CE sub-reports in Resource Centre

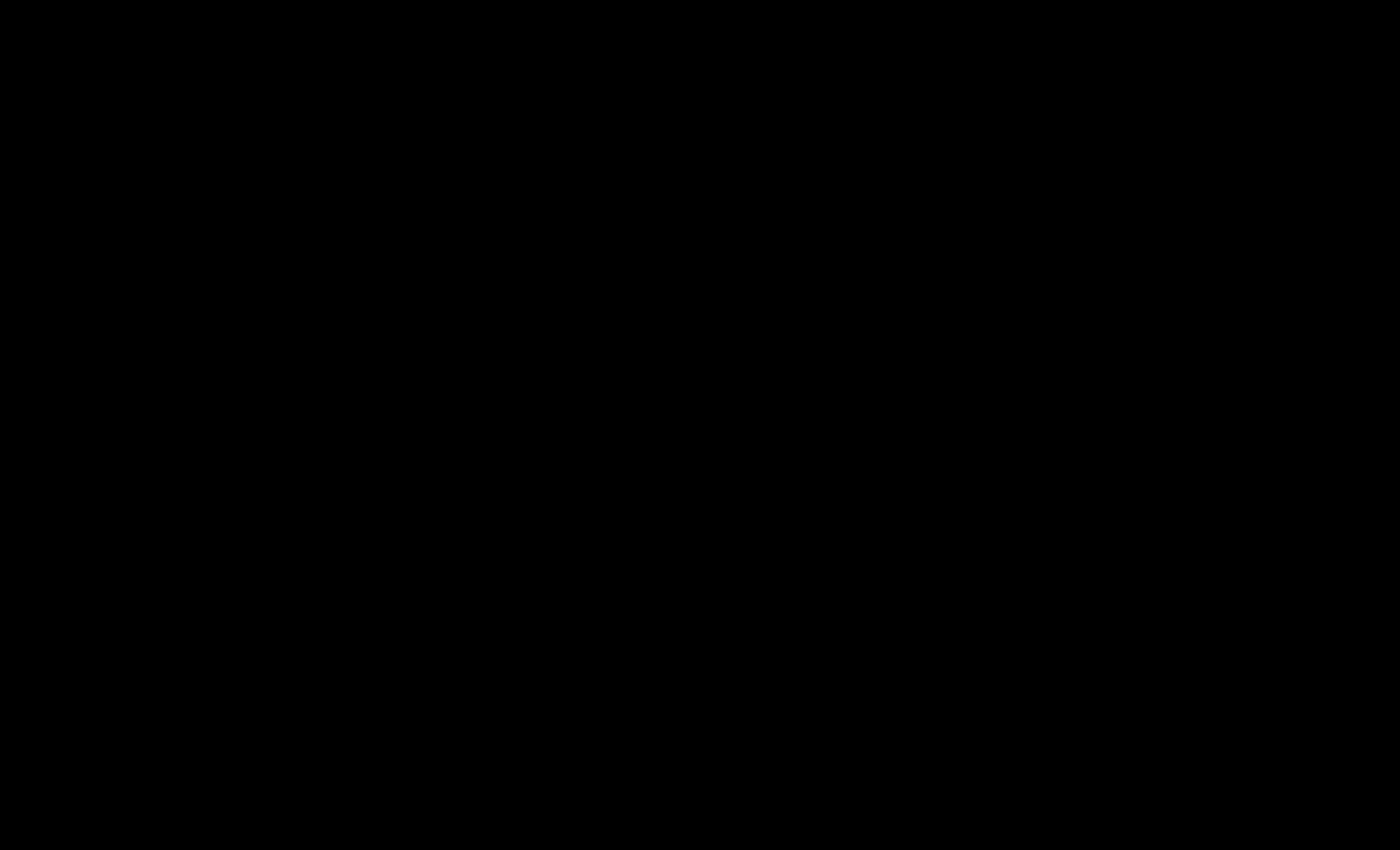
- Finance Report (Monthly)
- Risk Report (Monthly)
- Capital Projects Report (Bi-Monthly)
- ICT Infrastructure Project (final report) (Monthly)



*Withheld due to NZX listing rules



Monthly operating performance



*Withheld pursuant to NZX public listing rules