## Board Meeting Agenda (Public)





#### 9.00 a.m. Wednesday 26 May 2021

Boardroom, Level 7/167b Victoria Street West, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Confidential and Public Minutes 28 April 2021 <sup>1</sup>	To Approve	T & C		
3	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T & C		
CE RE	PORT AND PERFORMANCE REPORTING				
4	CE Report, Nick Hill  1. Financial Performance Report 2. Current Operational Risks (RC) <sup>2</sup> 3. Health and Safety Report (RC) <sup>2</sup> 4. Capital Programme (RC) <sup>2</sup> 5. LGOIMA Register (RC) <sup>2</sup>	To Note	T & C	9.05 a.m.	55 mins
AUCK	LAND UNLIMITED AND DESTINATION COMMITTI	EE JOINT MEET	ING		
5	Board and Destination Committee Joint Quarterly Meeting, Norm Thompson and Steve Armitage <sup>3</sup>	To Discuss	С	10.00 a.m.	1 hour
SIGNI	FICANT STRATEGIC MATTERS	•			
6	Health and Safety, Lynn Johnson <sup>2</sup>	To Discuss	T & C	11.00 a.m.	1 hour 30 mins
7	Auckland Stadium Network, Steve Armitage <sup>3</sup>	To Discuss	Т		00 1111113
LUNC	Н			12.30 p.m.	30 mins
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Υ		<u> </u>	
8	Auckland Film Studios, Pam Ford <sup>3</sup> 8.1 Procurement 8.2 Operations	To Approve	С	1.00 p.m.	1 hour 45 mins
9	Mt Smart Stadium Training Field, James Parkinson <sup>3</sup>	To Approve	Т		
10	Auckland Art Gallery Exhibition, Kirsten Lacy <sup>3</sup>	To Approve	Т		

<sup>&</sup>lt;sup>1</sup> S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987

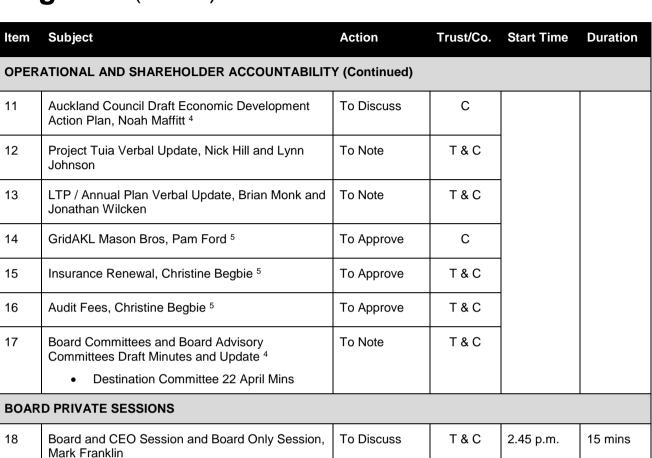
<sup>&</sup>lt;sup>2</sup> S7(2)(f)(i) LGOIMA 1987

<sup>&</sup>lt;sup>3</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

## Board Meeting Agenda (Public)



3.00 p.m.



Close of Meeting

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

<sup>&</sup>lt;sup>5</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

### Board Meeting Agenda (Public)



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

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

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





### **BOARD MEETING**

HELD ON: Wednesday 28 April 2021 at 9.00 a.m.

AT: Members' Lounge, Auckland Art Gallery, Auckland

PRESENT: Mark Franklin Chair

Jennah Wootten Deputy Chair

Fabian Partigliani Jen Rolfe Carol Cheng Evan Davies

**APOLOGIES:** Cr Richard Hills

ATTENDED: Cr John Watson Auckland Council

Nick Hill CE

Brian Monk CFO (Items 4 and 5)

Pam Ford GM, Economic Development (Items 4 and 12)

Jonathan Wilcken Director, Strategy (Items 4 - 5)

Lynn Johnson Director, People and Culture (Items 4 and 6)
Kirsten Lacy Director, Auckland Art Gallery (Item 12)

#### 1. AGENDA AND APOLOGIES

The Board noted the apology of Richard Hills and noted that Dan Walker is on an extended leave of absence from the Board.

#### 2. CONFIDENTIAL MINUTES 31 MARCH 2021 AND CONFIDENTIAL ACTION TRACKER

The Board **approved** the 31 March 2021 Auckland Unlimited Confidential Minutes as an accurate record of the meeting.

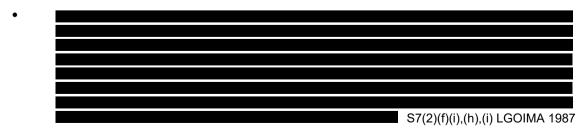
The Board noted the Action Tracker.

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

The Board noted the Register of Directors' Interests and 12-Month Board Work Programme.

#### 4. CE REPORT

Nick Hill spoke to the paper.



Management updated the Board on the ongoing discussions regarding the location and timing of the next America's Cup.



#### **Auckland Future, Now Event Update**

- Management updated the Board on the planning and preparations for the upcoming Auckland Future, Now event. The upcoming event will be focussed on creating and supporting the jobs of the future.
- Management noted that the upcoming Auckland Future, Now event has an exciting line-up of speakers and will feature the recent work of Peter Gluckman on capitalising on economic opportunities.
- The Board noted that the event last year was very well-received. The event provides a fantastic opportunity to share knowledge and increase collaboration.

#### **Amazon Studios**

 Management updated the Board on Amazon Studios MOU with the Government and the benefits New Zealand will get in exchange for the additional 5% uplift on money spent in New Zealand on its production. The deal represents a significant opportunity for Auckland and New Zealand.

Management noted that Auckland Unlimited requires capex funding to maintain assets that it directly owns and manages and to invest and support other venues covered in the RFA+ group. In total, Auckland Unlimited uses capex funding to maintain 18 Auckland venues. A number of

The Board noted the CE Report.

Pam Ford and Lynn Johnson left the meeting.

#### 5. LTP PRESENTATION

Jonathan Wilcken spoke to the paper.

nclude old buildings that have significant maintenance requirements and h ling obligations associated with them.
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nd Management discussed the phasing of the Auckland Unlimited's proposed I ing and suggested some minor amendments to the presentation.





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(i) LGOIMA 1987

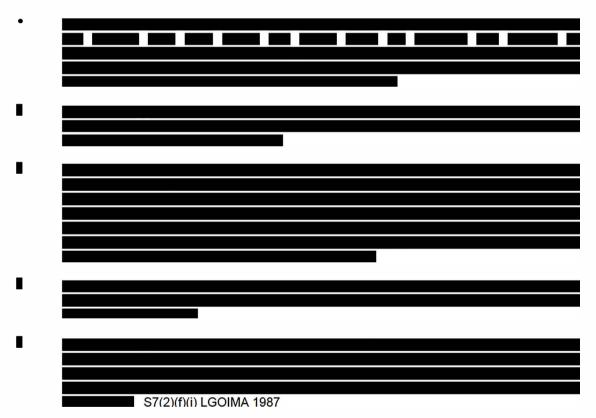
 Management agreed to make the amendments to the LTP presentation discussed and to circulate the same to the Board. (ACTION POINT)

Councillor Watson, Jonathan Wilcken and Brian Monk left the meeting. Lynn Johnson joined the meeting.

#### 6. PROJECT TUIA

Nick Hill and Lynn Johnson spoke to the paper.

 Management updated the Board on Project Tuia. The operating model has come through a number of iterations and has been tested against a number of models. The operating model has been designed to be scalable.

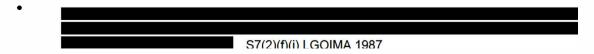


The Board noted the Project Tuia paper.

Lynn Johnson left the meeting.

#### 7. MANAGEMENT OF BOARD INFORMATION

Tim Kingsley-Smith spoke to the paper.





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The Board noted the Management of Board Information paper.

Kirsten Lacy joined the meeting.

#### 8. AUCKLAND ART GALLERY TOI O TĀMAKI VERBAL UPDATE

Kirsten Lacy updated the Board on the Auckland Art Gallery Toi o Tāmaki.

The Board **noted** the update.

Kirsten Lacy left the meeting.

#### 9. AUCKLAND COUNCIL STATEMENT OF EXPECTATIONS

The Board:

- 1. Approved Management's proposed changes to the draft SOE be submitted to Council; and
- 2. **Delegated** the authority to approve changes to the SOE as a result of Board feedback prior to submission to the Chief Executive.

#### 10. Q3 PERFORMANCE REPORT TO COUNCIL

The Board approved the Quarter 3 Performance Reporting ending March 2021.

Lynn Johnson joined the meeting.

#### 11. AUCKLAND COUNCIL GROUP POLICY

Lynn Johnson spoke to the paper.

•	Auckland Unlimited is currently compliant with the Policy.
•	





 Management agreed to consult with Council on the remuneration processes and how Auckland Unlimited should formalise the same.

The Board endorsed the Group Remuneration Policy.

Lynn Johnson left the meeting. Pam Ford joined the meeting.

#### 12. FILM STUDIO INFRASTRUCTURE

Pam Ford spoke to the paper.





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Pam Ford left the meeting.

#### 13. AUCKLAND UNLIMTIED HEALTH AND SAFETY FRAMWORK

Management presented the Health and Safety Framework.

 Management noted that the Risk Committee considered the draft Health and Safety Framework at its recent meeting and Directors are invited to provide feedback on the Framework directly to Management.



The Board noted the Auckland Unlimited draft Safety Management Framework.

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#### 14. Q3 RISK REPORT TO COUNCIL

The Board:

- 1. Approved the AU Q3 Risk Report to Auckland Council Audit and Risk Committee
- Noted the AU Q3 Enterprise Top Risks Report

#### 15. AUCKLAND UNLIMITED FINANCE POLICIES

That the Board:





- 1. **Approved** the Auckland Unlimited Cash Handling Policy.
- 2. **Approved** the Auckland Art Gallery Exhibition Working Capital Account Policy.
- 3. **Approved** the Auckland Live Production Investment Fund Strategy Policy.

#### 16. AUDIT ENGAGEMENT LETTER

That the Board:

1. **Approved** the Auckland Unlimited Limited Audit Engagement Letter for the years ended 30 June 2021 and 30 June 2022, and **delegated** the authority to the Chair of the Risk Committee to sign the Letter.

#### 17. BOARD COMMITTEES AND BOARD ADVISORY COMMITTEES DRAFT MINUTES AND UPDATE

The Board:

- 1. **Noted** the draft 19 April Risk Committee minutes; and
- 2. **Noted** the draft 23 March Destination minutes.

#### 18. BOARD AND CE SESSION AND BOARD ONLY SESSION

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The Board held a Board and CE sessio minuted.	n, and a Board only session. There were no matters to be
The Board Meeting ended at 3.03 p.m.	
Confirmed as a true and correct record	of the meeting of 28 April 2021:
Chair	Date

### **Register of Directors Interests**

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Mark Franklin	Chair	Precinct Management Limited (Director)  Te Kuha General Partner Limited (Director)  Aquaclear Dewatering Technology Limited (Director)  Rangitira Developments Limited (Director)  Stevenson Holdings Limited (Director)  Stevenson South Island Limited (Director)  Stevenson Group Limited (Director)  Drury South Limited (Director)  Stevenson Agriculture Limited (Director)  Auckland Regional Chamber of Commerce & Industry Limited (Director)  Lochinver Station Limited (Director)  Oteha Valley Investments Limited (Director)  Cloudview Holdings Limited (Director)  Stevenson Mining Limited (Director)  Swimtastic Limited (Director)		
Jennah Wootten	Deputy Chair	Cricket 2021 Limited (Director)     Generate Global (Director and Shareholder)	Aktive – Auckland Sports & Recreation (CEO) (from 31 May 2021 onwards)	
Carol Cheng	Non-Executive Director	Hong Consulting Limited (Director and Shareholder)     CYWE Trustee Limited (Director and Shareholder)     CYWE Trading Limited (Director and Shareholder)     Eastland Property Services Limited (Shareholder)     Auckland International Airport Limited (Shareholder)     Spark New Zealand Limited (Shareholder)     Comvita Limited (Shareholder)     SkyCity Entertainment Group Limited (Shareholder)     Tesla Inc (Shareholder)		
Evan Davies	Non-Executive Director	Capital Investment Committee (Chair)     Hospital Redevelopment Partnership Group (Chair)     Tāmaki Regeneration Limited (Chair)     Todd Property Group Limited (Director)		

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		<ul> <li>Todd Property Groups together with all subsidiaries (Director)</li> <li>BBIG Group together with its subsidiaries (Director)</li> <li>Western Hills Holdings Limited (Director)</li> <li>WIN Limited (Director)</li> <li>Priory Pastoral Developments Limited (Director)</li> <li>Priory Pastoral Farm Limited (Director)</li> <li>Tämaki Redevelopment Company Limited (Director)</li> <li>THA GP Limited (Director)</li> <li>Kimono Capital Limited (Director)</li> <li>Flinders Mines ACN 091 118 044 (Director)</li> <li>Welch Securities Limited (Director &amp; Shareholder)</li> <li>Kokako Farms Limited (Director &amp; Shareholder)</li> <li>Anglican Trust for Women and Children (Trustee)</li> <li>Auckland City Mission (Trustee)</li> <li>Melanesian Mission Trust Board (Trustee)</li> </ul>		
Fabian Partigliani	Non-Executive Director	<ul> <li>Partigliani Consulting Limited (Director)</li> <li>3B&amp;P Family Trust (Trustee)</li> <li>Smartfood Limited (Chairman)</li> </ul>	Consultant to Private Equity companies     Consultant to individual businesses on business strategy, M&A and operational improvements	
Jen Rolfe	Non-Executive Director	Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee)	New Zealand Marketing Association (Member)	Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare. Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	New Zealand Māori Tourism Society (Deputy Chair)     School of Indigenous Studies Limited (Director)     Whanau Mārama Parenting Limited (Director)     Korowai Hikuroa Consulting Limited (Director and Shareholder)     Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder)     Ngati Ruanui Tahua Limited (Shareholder)     Ngati Ruanui Fishing Limited (Shareholder)     Ngā Whaotapu (Trustee)     Meremere Marae Charitable Trust (Trustee)	Registered Celebrants of Aoteaoa (Member)     Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		Stanmore Bay Primary School (Trustee) Tahu Hikuroa Foundation (Trustee) Indigenous Growth Limited (Advisory Board Chair) 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)		

#### DIRECTORS' INSURANCE COVER

POLICY	POLICY OWNER	SUM INSURED	INSURER
Directors and Officers Liability	RFA	\$20 million	Vero Liability 70%, QBE Insurance 30%
Directors and Officers Defence Costs	RFA	\$10 million	Vero Liability 70%, QBE Insurance 30%

### Rolling 12-Month Work Programme

May 2021

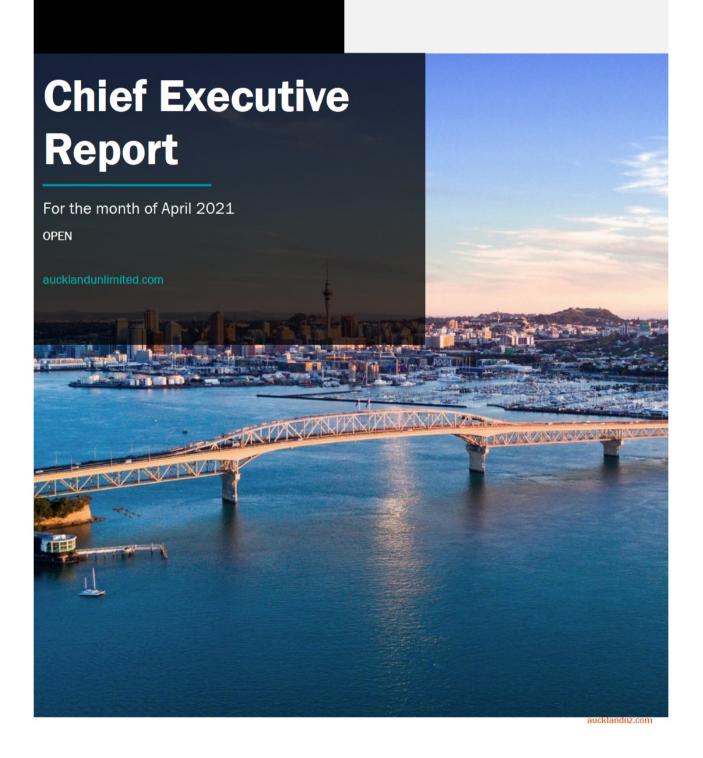
Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-21		CEO Report	APTR     Transformation Phase 2	<ul> <li>Destination Committee - 19 Jan</li> <li>Board Meeting - 27 Jan</li> <li>Director Appointments - Committee Induction and Applications</li> </ul>
Feb-21	<ul> <li>Financial reporting for the ½ Year ended 31 December 2020</li> <li>Q2 Performance Report to Council</li> <li>Q2 Risk Report to Council</li> <li>Annual Plan FY21/22</li> </ul>	<ul> <li>CEO Report</li> <li>Safe365 Director Training</li> <li>Procurement and Inventory Policy Approval</li> </ul>	Board Strategy Day     Joint meeting with     Destination Committee	<ul> <li>Risk Committee - 3 Feb (½Y Acts)</li> <li>Board Meeting - 5 Feb (½Y Acts.)</li> <li>Board Strategy Day - 12 Feb</li> <li>Destination Committee - 24 Feb</li> <li>Board Meeting - 24 Feb</li> </ul>
Mar-21	Draft 2021 -2024 Statement of Intent	CEO Report	Māori Outcomes and Responsiveness     Project Tuia	Destination Committee - 23 Mar     Board Meeting - 31 Mar
Apr-21	Q3 Performance Report to Council     Q3 Risk Report to Council	CEO Report	Workshop with Council CCO Oversight Committee: 27 April 2021	Risk Committee - 19 April     Destination Committee - 22 April     Board Meeting - 28 April
May-21	Auckland Council Draft Economic Development Action Plan	CEO Report     Annual Insurance Renewal	Health and Safety     Auckland Stadium     Network     Joint meeting with     Destination Committee	Destination Committee - 26 May     Board Meeting - 26 May     Director Appointments Committee – Interviewing
Jun-21	Draft 2021 -2024 Statement of Intent     Recommendation for board members for the AWMM and MOTAT Boards	<ul> <li>CEO Report</li> <li>Audit NZ Engagement and Fees FY21- 23</li> </ul>		Destination Committee - 22 Jun     Board Meeting - 30 Jun



May 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	<ul> <li>Public Board meeting to consider shareholder feedback on SOI</li> <li>2020 -2023 Statement of Intent</li> <li>Financial reporting for the year ended 30 June 2020</li> <li>Q4 Performance Report</li> <li>Q4 Risk Report to Council</li> <li>End of Year Risk Report to Council A&amp;R Com.</li> </ul>	CEO Report     2020/2021 Draft Budget	Public Board meeting	<ul> <li>Risk Committee - 26 July</li> <li>Destination Committee - 20 July</li> <li>Board Meeting - 28 July</li> </ul>
Aug-21	RFA and RFAL Annual Reports	CEO Report	Joint meeting with Destination Committee	Destination Committee - 25 Aug     Board Meeting - 25 Aug
Sep-21		CEO Report	Annual H&S Framework and Policy Review	<ul><li>Destination Committee - 21 Sep</li><li>Board Meeting - 29 Sep</li></ul>
Oct-21	Public Board meeting to consider Annual Report	CEO Report	Public Board meeting     Governing Body visit to     Auckland Unlimited (12     October 2021)	<ul> <li>Risk Committee - 20 Oct</li> <li>Destination Committee - 19 Oct</li> <li>Board Meeting - 27 Oct</li> </ul>
Nov-21	<ul><li>Destination Committee</li><li>Q1 Performance Report</li><li>Q1 Risk Report to Council</li></ul>	CEO Report	Joint meeting with Destination Committee	Destination Committee - 24 Nov     Board Meeting - 24 Nov
Dec-21		CEO Report		No Board Meeting





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### **Key Highlights**

The transformation operating model was released to Auckland Unlimited staff in early May and transforms the organisation into a single, fully integrated organisation by stepping away from a structure based around Business Units to a model in which collaboration is embedded in our organisational DNA. Our TOM organises what we do under four key rōpū, which will act as buckets for our activity. These rōpū are supported by centralised Core Services and our new Executive Team. Another key document was also shared with staff, the Proposal for Change we put to our Executive Team and their direct reports in late April.

Our Operating Model and SOI are our two key pieces of work that knit together what we are doing. Our SOI is dependent on other key pieces of work being completed, including the Long-Term-Plan (LTP) from Council.

The LTP is the core strategy piece from Council which lays out what Council and the CCOs will do, and the budget they will be given to do those things. Each LTP covers a 10-year period, with the next LTP due to be delivered by Council in June, covering budget allocation into 2031.

#### Shareholder Feedback on draft Statement of Intent 2021-24

On Tuesday May 18, the CCO Oversight Committee considered shareholder feedback on the draft Auckland Unlimited Statement of Intent 2021-24. Full feedback related specifically to Auckland Unlimited is appended in Attachment A of this report. In summary the key feedback specific to Auckland Unlimited was that the final Auckland Unlimited Statement of Intent should:

- Contain updates as necessary to align with capital funding decisions from the LTP 2021-31 finalisation process.

- Include actions from the final Economic Development Action Plan which are assigned to Auckland Unlimited for delivery (where not already captured).
- Include three current LTP performance measures currently missing and align the performance outlook and LTP measures table with decisions made on performance measures and targets through the LTP finalisation process.
- Include a high-level table which captures its investment in Māori outcomes in terms of dollar value.

Discussion at the meeting on May 18 focussed on the three LTP measures and it was agreed that Auckland Unlimited management would work with council staff on the measures following discussion with the board.

#### Auckland Economic Outlook

- Auckland Airport welcomed more than 6500 arrivals over the first two days of the trans-Tasman travel bubble, and nearly 18,000 in the first week. This compares to only 1600 arrivals the week prior. The initial wave of trans-Tasman visitors has mostly been visiting friends and family, with a small proportion of urgent corporate or business travel, making demand for accommodation and hospitality difficult to predict.
- The resumption of quarantine-free travel between Australia and New Zealand is also a boost for trade and investment opportunities for Auckland. Australia is New Zealand's main source of foreign direct investment and second largest trading partner.
- The number of people employed in Auckland increased by 1.1% in Q1 2021 (driven by an increase in part-time workers) and **Auckland's unemployment rate** remains at 5.3%, still around 1% higher than pre-COVID levels. Female unemployment dropped slightly from 5.7% to 5.5% but the majority of people wanting to work more hours are women in part-time employment. Women in Auckland continue to have a higher rate of underutilisation at 15.1% (11.4% in March 2020) compared to males (10%, up from 7.8% in March 2020).
- Dwellings consented for Auckland continue to hit all-time highs, with a 17% growth rate over the past 12 months and the highest ever March on record. Multi-unit dwellings (i.e. townhouses, apartments, units) represented 63% of the March figures. This is a signal that the market sees value in delivering density.
- April house prices for Auckland were resilient despite the new rules introduced by the government. The median house price in April was \$1,125,000, a slight increase on the March 2021 median price.
- Statistics New Zealand has released updated subnational population projections, showing that Auckland's
  population will reach 2 million by 2033 (currently estimated at 1.72 million as at June 30, 2020). Auckland's
  proportion of New Zealand's population is projected to increase from 34% currently to 37% by 2048.

#### **Economic Development**

#### Screen Auckland:

99 permit applications (875 total FY21). 68 enquiries (617 total FY21). Indicators suggest that film production will
increase with the additional Premium Projects (funded by Ministry of Culture & Heritage) moving into production
on top of the existing Auckland pipeline. The team are working with Auckland Transport's operational team to
explore improvements to filming access in the CBD, which is a recurring pain point for productions.

#### Investment and International:

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

- The team are engaged with Altios to discuss their attraction campaign progress in the Australian market for building and infrastructure companies, and the team are also engaged with Brisbane EDA to explore a business landing pilot between the two sister cities.
- Stakeholder engagement continues for the Drury Industry Activation to determine their potential role in the next
  phase (includes agencies, local bodies, developers, and capital providers).

#### Creative Economy:

An updated profile and economic insights for Auckland's creative sector is underway to articulate the size and
nature of Auckland's creative industries and its importance to the Auckland economy. It will identify key drivers,
trends and uncertainties that are likely to impact Auckland's creative industries in the future.

#### Innovation Precincts:

- GridAKL has 124 businesses, 738 individuals, 61 events held with 642 attendees. 13 co-design workshops held in Hatchbox (innovation solutions lab). April saw the completion of the industry workshops series to inform the 'Go Hard on Tech' 5-year strategy which is now in development.
- The creative tech location **Click Studios'** has confirmed expansion into a second building and a lease signed for the building on Rosebank Rd, Avondale.

#### **Business Team:**

Regional Business Partner Tourism Transition and COVID-19 vouchers worth \$18m YTD with 5741 new registrations and a total of 6857 business assessments completed. In addition, the advisors have facilitated 104 R&D grants to the value of \$5.4M to innovative AKL businesses and assisted with \$13M of R&D Loans. The final report of the customer journey mapping is complete which informs future engagement with businesses. High tech manufacturing activity included the first Aerospace Cluster Event with a panel discussion and 100 attendees who demonstrated a desire to continue to collaborate.

#### Skills and Workforce:

Contracts for education providers have been agreed for Project Ikuna (Auckland Pacific Skills Shift), and the
 'Future Ready Life Online' digital literacy pilot has been confirmed with 'The Comfort Group'. Stage 1 of the Covid 19 Youth Employment response research is underway. The draft for the interim Regional Partnership Agreement
 (RPA) with Immigration NZ is being reviewed by RPA partners. The final Screen Creative Careers research has
 been received and will be pre-released with key stakeholders.

#### **Destination**

#### **Domestic Marketing:**

- Lap of Luxury Auckland episode aired on TVNZ. The Tourism team supported the Auckland episode which featured the new Britomart Hotel and the Boat Shed on Waiheke to promote luxury travel to Auckland.
- PR & media: content promoting Auckland went live from the famil that was run with Christchurch journalist, Mike
  Yardley on Kiwi Tripsters, News Talk ZB, and For the Love of Travel outlets covering, food and beverage, Waiheke
  Island, West Auckland and Iconic Eats. Content about Auckland was also pitched in the New Zealand Herald's GO
  New Zealand travel section on whale watching, the best spots to see native birds, the best natural hot springs and
  free spas and stargazing.
- Social media: Towards the end of April social media content included a carousel post promoting the different markets (farmers, night markets etc) in Auckland. Over half a million video views on our Instagram reels content in just over three months has been achieved.

#### Australia Marketing

- Social media: The Australian 'Welcome Video' performed well in the week beginning 20 April. It was released on social media sites such as Facebook, Instagram and YouTube welcoming people to Auckland. As of 26 April, the <a href="video">video</a> had reached 320k people and was viewed 146k times.
- A deals page was also created on <u>aucklandnz.com/auckland-deals</u> which was promoted at the airport. This was supported by the tourism industry who provided discounts and special offers to returning friends and family.
- PR & media: the Tourism team fielded numerous Australian media enquiries, supported 7 Australian journalists on the ground by way of interviews, famils, and filming requirements including CH10 News and Network 7 News. Media from Hobart were also hosted on a 3-day Auckland famil to celebrate the first Auckland-Hobart flight with Air New Zealand. In addition, a variety of stories were pitched to Australian media on some of the experiences on offer in Auckland.
  - Gifts of NZ sparkling wine (Bubbles for the Bubble) to 53 top corporate/incentive/association professional conference organisers across Sydney, Melbourne, Brisbane, Perth, Hobart, Adelaide & Canberra have been delivered resulting in 2 new leads with the potential estimated total tourism impact of over \$210,000.

#### Study Auckland

- The Britomart art mural has now been completed and depicts the importance of welcoming different cultures and diversity in Te Toangaroa an area which spans from the end of Britomart to The Strand and Tamaki Makaurau. Two of the panels were painted by artists Hana Maihi of Ngāti Whātua Ōrākei and Te Whetū Collective member Poi Ngawati bringing awareness to the rich Māori heritage and taiao on which the city was founded. The third panel was designed by three international students Nikita Sharma, Celia Lee and Jenny Zhong from Auckland's universities who were invited by Study Auckland. The story was featured in the Herald and was shared by the Minister of Education on his Facebook page.
- Interview videos will be released through Auckland Unlimited and Education New Zealand.

#### Major Events

- Auckland was announced as the Host City for the opening match of the FIFA Women's World Cup 2023 at the
  beginning of April. There are now a number of project execution activities that will take place over the coming months
  and Management anticipate providing a full update will be provided to the Board at the June meeting.
- Pasifika Festival: Media coverage from the event: There were over 70 pieces of media, resulting in over 2.4m potential audience reach, across print & broadcast such as The AM show, The Project, 3 news, 1 news, NZ herald and VIVA to name a few.
- Successful funding applications for Pasifika \$135k of funding was received though Creative New Zealand to
  cover various costs associated with the postponement of Pasifika, and the change of venue to Mount Smart. In
  addition, \$100,000 has been received through MBIE's Incubator funding for 2022 and will be reviewed yearly for
  the next two years.
- Term one School holidays campaign promoting Auckland as nonstop Destination for families over the term one
  holidays went live in April. Early results into the social competition indicate a reach of over 44,046 people and
  over 6,000 engagements.

#### Auckland Convention Bureau (ACB)

16 new business event leads with an estimated economic impact value of \$1.9m, generating 3,000 visitor nights
from a total of 2,900 attendees In total, confirmations of 4 wins were received in April, generating 901 visitor
nights from a total of 640 attendees. The total economic impact value of these events is estimated at \$431k.

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

- In late April it was announced that the 36th Annual Scientific Meeting for the Epilepsy Society of Australia will be
  held in Auckland in November 2022, bringing together 250 specialists from Australia and New Zealand. ACB
  worked with the Epilepsy Society of Australia and Tourism New Zealand to secure this bid win which is expected to
  generate over \$415,000 in economic impact.
- The first round of applications for the Auckland Business Events Fund (ABEF) opened on 1 April. 18 applications
  received requesting ABEF support for 37 events confirmed or considering Auckland for business events.

#### Go with Tourism

- 59 exhibitors for the 5 nation-wide flagship **Go with Tourism Careers Expos** have signed-up, with 23 in Auckland alone. A continuing stream of registrants are coming in with physical/digital collateral being in-market.
- Education Programme: Regional Coordinators continue to deliver class visits across New Zealand to Year 12/13
  Tourism, Hospitality and Geography students. 151 class visits were delivered by the end of April. Engagement
  ratings remain high and continue growing.
- The Itinerary: Released the <u>second</u>, <u>third</u> and <u>fourth</u> episodes of season two. In addition, by repurposing the audio in the episodes, season two of the series was released as a podcast for mobile listeners on Spotify.
- Pledge a Placement requests continue to stream in steadily 163 requests have been received this year and work continues to get students placed.

- World of Tourism: explores tourism opportunities in an online medium. Opportunities continue to grow every week
  and the site currently has 221 unique roles being offered across 50 pathways 38 per cent more roles since
  inception of this online tool.
- Minister of Tourism Hon. Stuart Nash April meeting: the Minister who indicated he was very pleased with the
  results that were being achieved and commended the team for all its efforts in this regard.

#### **Auckland Art Gallery**

- Public Programmes delivered over April included
  - o Offered a free film screening of The HeART of the Matter in our Auditorium on Friday 9 April.
  - A group from United Nations Youth came in on 9 April for a tour of Toi Tū Toi Ora and a consultation with our Cultural Communities/Youth Programmer about how the Gallery could increase its engagement with youth.
  - Ngā Hinepūkōrero completed a residency at the Gallery from 14-18 April where they performed and wrote spoken word poetry in response to Toi Tu Toi Ora.
  - o On 16 April, the Gallery hosted 70 manuhiri from Ngātiwai from Te Tai Tokerau to explore Toi Tū Toi Ora and have artists from their iwi present their works to their kaumatua.
  - o Whānau Drop-in for April designed and delivered art making experiences for 2,285 people in total.
  - o The Gallery offered a sold-out two-week Monday-Friday school holiday programme for children aged 7-12.
  - o Two reading corners created for families to utilise during the school holidays were very popular with visitors.
  - Hikoi tours each day of the school holidays as part of a Tourism NZ families promotion.
  - o Drop-in Drawing continues to be very popular each Friday from 6.30-8pm.
- Retail: The shop had its best April in five years -up 50% on pre-Covid April 2019 sales.

#### Upcoming activity, key events, initiatives

- Walters Prize 2021 opened on Thursday 13 May.
- Public Programmes planned for the coming period include:
  - Kaiwhakairo i roto i te whare: carvers in residence from 4-8 May.
  - Ka whawhai tonu tāua: A conversation about Māori-Pākehā relations with Te Kawehau Hoskins and Alison Jones on Friday 21 May.
  - Walters Prize 2021 talks with the artists and the jury on 15 May.
  - o Aro Music will be delivering an interactive family performance in the North Atrium from 28-30 May.
  - o Free audio described tour of the ground floor of the Gallery Saturday 29 May.

#### **Auckland Live**

- The arrival of a multi-week season of Jersey Boys in The Civic was a highlight for the month.
- Rescheduled activities from the previous two lockdowns were presented and well received. The Auckland Latin
  Fiesta, rescheduled from February, was attended by an estimated 10,500 people across three days in April, and
  the Auckland Arts Festival's Reb Fountain and The Black Quartet show was rescheduled to the Great Hall and
  performed to a sold-out house on 7 April 2021.
- Auckland Live supported the Independent Music New Zealand-led Taite Music Prize as naming rights supporter of the Auckland Live Best Independent Debut award for the fifth year in a row. Support includes a \$2,000 prize, as well as a performance, venue usage, or technical upskilling opportunity.

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Due to border restrictions preventing the UK technical team travelling to New Zealand, Auckland Live's Technical department provided the technical delivery of the Auckland Live/APO/BBC partnership project Blue Planet II in the Kiri Te Kanawa theatre – a stunning event that sold out over two nights. This is the second time in recent months the ALAC technical team has replaced services which clients have previously insisted international specialists fly out to deliver.

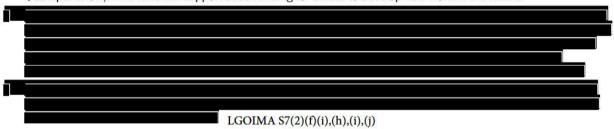


#### Upcoming activity, key events, initiatives

A programme of free public events supporting Auckland's UNESCO City of Music designation and New Zealand
Music Month 2021 are taking place in May. The programme consists of live and DJ performances, documentary
and NZ music footage screenings, a pop-up record shop, interactive musical installations and historical music
venue tours available both live and in-app. Events are planned at Aotea Square and the Auckland Unlimited
See.Do.Auckland pop-up at Britomart, with the tours connecting the two sites.

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

- Planning is underway for the Auckland Live Cabaret Season 2021 (23 June 4 July at The Civic), a flagship event
  for Auckland Live. This year contains 14 productions, of which seven are Auckland or world premieres. The
  programme currently includes 78 artists and seven movie screenings. One event, Edith Piaf a L'Olympia a Paris, a
  joint venture on The Civic main stage between Auckland Live and Liberty Stage, had an early on-sale in April. Early
  sales for this performance are extremely strong, with 50% of sellable capacity sold after only one week in the
  market, an encouraging start to the season.
- Australia comedian and musician Tim Minchin will headline the Cabaret Season and has chosen the newly
  developed Auckland Live Storytelling Fund as his chosen donation of charity tickets for his shows (estimated at
  \$12k per show). This fund will support seed funding for artists to develop new work in the future.

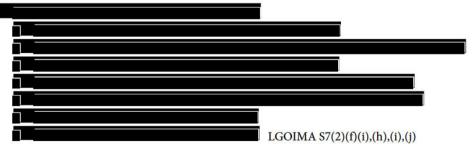


#### **Auckland Conventions**

- April is traditionally a quieter month for the conference and events sector due to school holidays and ANZAC Day.
   However, it is a busy month for university graduations, with Eastern Institute of Technology and Unitec holding their graduations in April.
- Auckland Conventions staff attended the Australasian Society of Association Executives (AuSAE) AssociationX
   Tradeshow and Conference as an exhibitor partner in Wellington. This was an opportunity to showcase and
   network with over 60 association executives and key decision makers. This allowed for pre-booked and qualified
   meetings to take place between Auckland Conventions and targeted incorporated society leaders. The partnership
   with AuSAE and their members helps leverage business from the incorporated societies and Association market.



 Key events delivered in April included the 2021 Harcourts Northern Region End of Year Awards (400 pax), and Westpac Local Legends 2021 (450 pax), both at the Aotea Centre.



#### **Auckland Stadiums**

- On April 14 NZ Rugby announced the inclusion of both the Moana Pasifika and Fijian Drua teams in Super Rugby. Moana Pasifika's bid was based on their home games being played at Mt Smart. Shortly prior to this announcement.

   All contractual arrangements will be subject to Moana Pasifika's participation licence going unconditional on 30 June. In the interim, management is preparing a Memorandum of Understanding with Moana Pasifika in relation to the commercial arrangements.

   LGOIMA S7(2)(f)(i),(h),(i),(j)
   Linked to Moana Pasifika's future presence at Mt Smart, NZ Rugby has allocated the All Blacks v Tonga match on 3 July to Mt Smart Stadium. NZ Rugby has advised that they see this to be a logical allocation in supporting the Pasifika connection with Mt Smart and means Auckland has secured an additional All Blacks fixture that would have otherwise been allocated outside the region.
   LGOIMA S7(2)(f)(i),(h),(i),(j)
- The NZ Warriors held their Pitch Party activation on Sunday 2 May for fans to watch the Warriors vs North Queensland Cowboys on the big screen at Mt Smart, with around 1000 in attendance.

LGOIMA \$7(2)(f)(i), (h),(i),(j)

- Mt Smart hosted the Pop-up Inflatable school holiday programme during the first week of the school holidays, a joint venture with CLM Gyms. Overall, the event was a success, with useful experience and lessons gained throughout the planning and delivery, which will be applied to future Stadiums' holiday programmes.
- North Harbour Stadium kicked off two commercial events commencing during the school holidays. The North Shore Mega Fun Carnival 23 April — 2 May, and Chilled Events Ice Skating 16 April — 16 May. Both events have been well patronised with between 8000-10000 attending the Carnival and 6000 attending the Ice Rink to date.

<u>Upcoming activity, key events, initiatives</u>	
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	LGOIMA S7(2)(f)(i),(h),(i),(j)

#### **Auckland Zoo**

- 78.1k visits in April (the second highest on record) compared to a budget of 48.3k. Good weather throughout the
  two weeks of the April school holidays and Easter weekend falling outside of those holiday weeks were significant
  contributors to the success of the month. Year to date visitation is now 592.3k against the budget target of
  445.2k. This is particularly encouraging given that international tourists have historically comprised 20-25% of the
  Zoo's total visitation.
- During the school holidays the conservation learning team visited local libraries to deliver a suite of activities
  around the libraries' holiday theme Grossology! This new area of outreach was positively received, and future
  collaboration between the Zoo and Auckland Libraries is in discussion.
- Work has started on the design for planned changes to the current elephant habitat that will enable rhinoceros to be moved into this space once elephants Burma and Anjalee have left the Zoo later this year.
- The Zoo shop transformation was completed with the creation of a new membership hub in the shop and aligning the shop with the Zoo brand.
- The Zoo's ectotherm had a successful trip to Hauturu o Toi (Little Barrier) to collect new founder wetapunga for the next phase of the breeding and releasing programme that is helping to secure the future of this endemic species in Aotearoa.
- The Zoo's veterinary team, assisted by many supporting crew, have again come to the rescue of the world's
  heaviest and only flightless parrot the kakapo. Four birds (about 2% of the global population) have made visits
  to the veterinary centre for treatment of life-threatening cloacitis in the last month. All four birds responded
  successfully to treatment and have been returned to their southern island homes.
- As part of the ongoing service contract Zoo vets have been supporting the care of Kelly Tarlton's sharks this
  month, taking blood and tissue samples from the animals as part of the health monitoring programme.

The Zoo's new partnership with TVNZ OnDemand started this month with the delivery of six Zoo- produced
episodes to its streaming platform. The agreement is currently for 12 months and follows last year's successful
partnership that resulted in the four-part documentary series – Wildwork Sumatra – that connected the Zoo's
work and contributions to Sumatran wildlife conservation with the South East Asia Jungle Track development.

#### **New Zealand Maritime Museum**

- During April, 11,386 people visited the Museum's galleries, shop, event spaces and café, compared to zero in April 2020 (COVID-19 lockdown). YTD visitation is 73,703, compared with 121,730 this time last year, down 39% on the prior year. While still significantly down on an annual basis on prior years, this is heartening as it shows a significant lift in domestic visitation.
- NZMM's schools programme remains fully booked for 2021, and the April school holiday programme was well subscribed, with 622 participants over six days.
- Edmiston Gallery NZMM's special exhibitions hall is currently undergoing a major reconfiguration. This will
  split the space into two flexible halls, which can be conjoined, and also includes provision for a high-quality art
  store and exhibitions/collections work room.
- Other current major capital works include continued site hardening work (especially to address the recent issue of
  access from the pontoons) and a new CCTV network across the whole site, and the offsite collection store.
- NZMM has now publicly launched its online collection portal, which can be found at <a href="https://www.maritimemuseum.co.nz/collections/online-collection">https://www.maritimemuseum.co.nz/collections/online-collection</a>
   This enables remote access to the collection for the first time.

#### Upcoming activity, key events, initiatives

- NZMM has moved to the developed design phase with the Plaza space, the final section of the new entrance project, which is scheduled to be completed by the end of 2021.
- Preliminary work has begun with the support of the capital projects teams to develop a master plan for the Museum's schedule of improvements and gallery renewals.
- With the redevelopment of Edmiston Gallery, work has begun on a new programme of exhibitions in these spaces.
   As NZMM will have double the special exhibitions space, current thinking is around a regularly rotating series of exhibitions in the main hall, with a longer, circa two-year installation of maritime decorative art in the smaller, to allow for a scale up in exhibition resource and budget over the next two years.
- NZMM continues to focus on working with Panuku on two major new projects, the Percy Vos Yard and the
  relocation of the heritage fleet. NZMM has now received the draft lease for Percy Vos for comment.

#### Māori Outcomes

#### 2021 programme

•	Taki Hua Best of Māori Business Showcase was held on 22 April at the Maritime Museum. 200 people attended
	with a very positive response from attendees and exhibitors.
	Taki Hua Tāmaki Makaurau 2020 Economic Summit: The actions and report from the Summit held in Novembe 2020 has been completed and available on the Taki Hua website.
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•	Mana Whenua Engagement: Six meetings were held with Mana Whenua during the month. A programme debrie and planning session took place with Mana Whenua
	LGOIMA \$7(2)(f)(i)

#### Māori Business programme

In April 14 M\u00e4ori businesses were supported via the RBP bringing the YTD total to 697 engagements

• Kokiri Māori Business Accelerator (sponsorship): Applications closed for the Accelerator in April and the successful teams were selected. A media release of the successful ventures is due out shortly. The teams participated in an initial bootcamp in early May. The matching process for advisors and mentors will commence shortly.

#### **Climate Change & Sustainability**

- Environment & Climate Change Committee: The Climate Innovation and Sustainability team presented to the E&CC committee. This session was to provide an update on Auckland Unlimited climate change work programme and how we are progressing on delivering on Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan and the economy priority of the plan. The presentation was well received.
- Phase 2 of Auckland Economy Climate Change Risk Assessment (ECCRA): Workshops are completed with a
  total of 90 attendees, representing 70 businesses/organisations. April included an in-person construction and
  visitor economy sector workshop and a virtual workshop for advanced manufacturing and tech sectors and
  attendees who were unable to attend the in-person. Engagement with Māori businesses is near complete, and
  feedback on the ECCRA report of Māori businesses have been returned to Whetu Group. We are working with
  AECOM on the final report that brings together Phase 1 and Phase 2.
- Develop a series of Climate Change & Sustainability Actions Destination AKL 2025: Conducting workshops to
  develop a climate change and sustainability action plan for the visitor economy. New Zealand Tourism
  Research Institute's on the social impacts report of tourism has been finalised and a summary report has
  been provided. Griffith University's emissions report of tourism is nearly finalised.
- Auckland Unlimited's operational GHG Emissions: We had an inception meeting with Toitū to start collating Auckland Unlimited's GHG emissions inventory FY 20/21 via the Toitū carbon reduce certification programme.
- Toitū carbonzero certification for Diwali festival: We had the Inception meeting with Toitū and the Major
  Events. Learnings and resources developed from the Lantern Festival has been transferable to support the
  Diwali Festival's carbonzero certification. Data collection to commence in May.

#### Financial information for the period ending 30 April 2021

 Year to date financial performance remains better than expected in the Emergency budget, but the recent lockdowns continue to demonstrate the ongoing risks to revenues and FY21 performance posed by COVID-19.

#### People

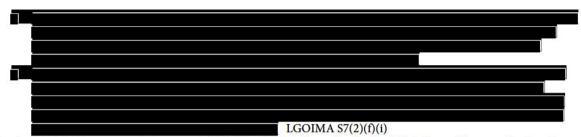
- Rollout is underway for the pulse engagement tool (Officevibe) across Auckland Unlimited, currently Stadiums and RFA Corporate have started to use the survey tool. Gallery, Maritime, Auckland Live and Zoo are scheduled to go live over the month.
- Legacy ATEED engagement has decreased slightly from 7.5 to 7.4 out of 10 which is likely due to uncertainty of
  role security relating to the merger.
- On site vaccinations for the seasonal flu are scheduled for end of May/early June. Vaccinations are offered to all
  employees, either on site or through pharmacy vouchers.

#### **Health and Safety**

- In April Auckland Art Gallery, Auckland Zoo, Auckland Stadiums, NZ Maritime Museum, Legacy ATEED and Legacy RFA Corporate Services held H&S committee meetings.

  LGOIMA S7(2)(f)(i)
- Total visitation for Auckland Unlimited and RFA Legacy venues in April was 209,006, which is an increase of 71,453 from March (137,553).
- In April there were five staff incidents. One minor incident involved a volunteer at the Zoo assisting with pest control and corrective action has taken place. There were no incidents that involved contractors, however one incident involved a technician with a touring company
- Of the five staff incidents, one was deemed Medical Aid
   LGOIMA S7(2)(f)(i)
- There were no lost time incidents.
- In total, there were two Medical Aid incidents

LGOIMA S7(2)(f)(i)



- The draft Safety Management Framework (SMF) for FY22 delivered to the April Risk Committee meeting is going through consultation with the BUs as agreed.
- The next round of Safe365 BU audits has started.



#### Security

- Successful delivery of event security and crowd safety services for the Pasifika Festival at Mt Smart Stadium, with the Major Events team.
- CCTV Project on track, with 100% of the cabling requirements for Aotea Centre (including Aotea Square) completed and 89% of the new cameras installed. The Civic cabling and camera installation work has also commenced, with 38% of cameras installed. This piece of work is on hold while Jersey Boys is presented.
- The venue hardening (alarms, access control and fencing) project is progressing, with 75% of work completed at Shed 10 and 16% of work completed at NZMM. All projects on target for completion before FY end.

#### **Technology**

 Cyber Security: Continued removal of outstanding vulnerabilities in line with the remediation plan, with progress on implementation of a Password Management Solution and Local Area Password Solution.

#### Public Board Pack - 26 May 2021 - CE Report

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- Council Shared ICT Services: Continued progress on the RFP for outsourced commodity ICT services.
- Organisation Design: Planning the ICT stream of the transition plan to support the new operating model and organisational design. In the short term this is focusing on WiFi access across all AU locations and more seamless ways of working collaboratively across teams.
- Solution architecture planning: Analysis and selection of an Integration Platform and implementation partner and increasing definition of the overall CRM solution architecture to support all the former RFA business units.
- Projects
  - Continued support for Project Phoenix with the testing of the Digital Adoption Layer Walkme before final release.
  - Good progress on moving the Time Target rostering system to the Cloud to provide stability and the platform to enable the realisation of further business benefits such as mobility apps and event integration.

## Attachment A: Shareholder Feedback on draft Statement of Intent 2021-24

#### **Auckland Unlimited**

#### LTP capital funding

- As documented in the draft SOI introduction and later in the document, Auckland Unlimited have highlighted challenges with the proposed level of capital funding through the Long Term Plan 2021-31. Auckland Unlimited estimates it to be 33 per cent less than the minimum level of funding estimated for keeping its current venues up-to-date and operating. Staff note this issue is subject to further discussion through the LTP finalisation process.
- 36. We suggest that in the final SOI Auckland Unlimited:
  - makes updates as necessary to align with capital funding decisions from the LTP 2021-31 finalisation process.

#### One-year work programme

- 37. The introduction to the draft SOI states that Auckland Unlimited will continue to respond to the relevant recommendations of the CCO review, including the need for a clear and coordinated approach to the region's cultural venues and institutions that provides greater outcomes for Auckland; and moving toward the consolidated operation of all Auckland's stadiums, including major non-Council venues.
- 38. As noted above, the draft Economic Development Action Plan will be received by the PACE Committee on 13 May 2021 and it contains a number of actions which Auckland Unlimited will be responsible for delivering. The current draft SOI appears to be missing some of these actions.

#### **Proposed feedback to Auckland Unlimited**

- 39. We suggest that in the final SOI Auckland Unlimited:
  - •includes in the one-year work programme the activity it is undertaking to progress the CCO review recommendation on moving toward the consolidated operation of all Auckland's stadiums, including major non-council venues
  - •ensures the actions from the final Economic Development Action Plan which are assigned to Auckland Unlimited for delivery (where not already captured in the draft SOI), are included.

#### Performance outlook

- 40. There are some changes to the Auckland Unlimited suite of performance measures (LTP and non-LTP) in the draft SOI, from those in the current seven-month 2021/21 SOI. The current SOI contains a total of 21 performance measures, eight of which are LTP measures. The current set of 13 non-LTP measures have been rationalised in the draft SOI.
- 41. The draft SOI is missing three current LTP performance measures. These are:
  - •the number of people who experience Auckland Unlimited arts, environment and sports venues and events
  - •the contribution to regional GDP from major events and business events attracted or supported
  - •the number of visitor nights generated as a result of an Auckland Unlimited intervention.
- 42. Staff consider these performance measures reflect important areas of Auckland Unlimited's business and should be included, with revisions to some targets as necessary reflecting trends in actual performance, as well as forecast performance particularly for the 2022/23 and 2023/24 years.

43. The draft SOI contains four non-LTP measures, one of which is new and under development relating to customer complaints. Staff consider that rationalisation of the current suite of non-LTP measures is desirable, to a smaller more focussed set of measures which eliminates duplication, removes measures which are a subsets of a higher level measure, provides for trend analysis and better reflects the business of the merged entity.

#### **Proposed feedback to Auckland Unlimited**

- 44. We recommend that in the final SOI Auckland Unlimited:
  - •includes the missing three current LTP performance measures and aligns the performance outlook and LTP measures table with decisions made on performance measures and targets through the LTP finalisation process
  - •ensures finalisation of the non-LTP placeholder performance measure relating to customer complaints.

#### Māori outcomes

- 45. The draft SOI covers Auckland Unlimited's alignment to Kia Ora Tāmaki Makaurau, the council family's Māori Outcomes Performance Measurement Framework. Auckland Unlimited is the lead agency for the Kia ora Umanga, Māori Business, Tourism and Employment priority. However, the draft SOI does not include any information on Auckland Unlimited's investment in Māori outcomes in terms of dollar value.
- 46. The Māori economy section of the draft SOI refers to 'establishment of a Māori Economic Advisory Group for Tāmaki Makaurau'. The draft SOI would benefit from expanding this further to include a brief description on the scope and purpose of this group and its links to delivery of Kia ora Te Umanga.

#### **Proposed feedback to Auckland Unlimited**

- 47. We suggest that in the final SOI Auckland Unlimited:
  - •clarifies the scope and purpose of the proposed Māori Economic Advisory Group for Tāmaki Makaurau and its links to delivery of Kia or Te Umanga
  - •includes a high-level table which captures its investment in Māori outcomes in term of dollar value.

## Auckland Unlimited – Financials

For the period ending 30 April 2021

#### **Consolidated Auckland Unlimited Financials**



### **Direct operating performance**

(\$ million)		FY20	FY21 YTD		FY21	
	Notes	Actual	Actual	Budget	Variance	Budget
Net direct expenditure	Α	89.3	69.5	93.1	23.6	114.0
Direct revenue	В	83.5	64.4	58.5	5.9	68.0
Fees & user charges		34.9	18.0	18.5	(0.5)	23.5
Operating grants and subsidies		12.8	21.5	12.9	8.6	15.7
Other direct revenue		35.8	24.9	27.1	(2.2)	28.8
Direct expenditure	С	172.8	133.9	151.6	17.7	182.0
Employee benefits		74.3	62.9	65.3	2.4	74.6
Grants, contributions & sponsorship		8.6	6.4	11.7	5.3	13.1
Other direct expenditure		89.9	64.6	74.6	10.0	94.3
Other key operating lines						
AC operating funding		83.6	78.3	92.9	14.6	114.0
AC capital funding	D	75.9	34.6	41.7	7.1	50.3
Holiday Act remediation payments		2.0	-	-	-	-
Capital Grants paid to RFA Partners	D	1.7	0.7	-	(0.7)	-
Living wage payment		-	0.4	-	(0.4)	-
Depreciation		38.3	32.0	31.6	(0.4)	38.8
Donated Artworks		-	1.7	-	(1.7)	-
Net interest revenue		0.6	0.2	0.1	0.1	0.2



### Financial Commentary

A: The \$23.6m favourable variance reflects the receipt of unbudgeted central government grants and delayed programmes expenditure some of which is expected to be incurred in Q4 and FY22.

**B:** Direct revenue favourable variance is due primarily to receiving unbudgeted grants however this was partially offset by cancelled events and venues closures due to lockdowns.

**C:** Direct expenditure favourable variance due primarily to a tight control over expenditure in response to COVID-19. This has included reprioritisation and rephasing of programmes to focus on recovery activities across the Auckland Unlimited workstreams. Some programme expenditure savings are timing related and now expected to be incurred in Q4; however operational expenditure may also be deferred to FY22.

**D:** Capital funded grants are below budget due to COVID-19 delays, with costs to be incurred in Q4 and some deferrals to FY22.

#### Outlook:

COVID-19 related risks to revenues and Gross Margin over the upcoming May to June period still have the potential to adversely impact on Auckland Unlimited performance. Unbudgeted merger costs have not yet been quantified and carry forward funding into FY22 is proposed.



### **RFA** attendance

# Performance at a glance

#### **Attendance**



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