# **Board Meeting** Agenda (Public)



9.00 a.m. Wednesday 23 February 2022

MS Teams, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROC	EDURAL				
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Public Minutes 26 January 2022	To Approve	T & C		
3	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T&C		
CE RE	EPORT AND PERFORMANCE REPORTING				
4	CE Report, Nick Hill  1. Financial Performance Report <sup>1</sup> 2. Current Operational Risks (RC) <sup>2</sup> 3. Health and Safety Report (RC) <sup>2</sup> 4. Capital Programme (RC) <sup>2</sup>	To Note	T&C	9.05 a.m.	55 mins
SIGNI	FICANT STRATEGIC MATTERS				
5	Reimagining Tamaki Makaurau Auckland - Next Steps, Pam Ford, Shelley Watson and Noah Maffitt <sup>2</sup>	To Discuss	T & C	10.00 a.m.	1 hour 30 mins
6	Digital Auckland Business Case <sup>3</sup> , Shelley Watson and Mandy Kennedy	To Discuss	T & C		
7	Group Shared Services and ICT Review Update <sup>3</sup> , Mark Shepherd and Mandy Kennedy	To Discuss	T & C		
8	AUL Board Strategy Day Summary and Next Steps, Nick Hill	To Discuss	T & C		
MORN	NING TEA			11.30 a.m.	10 mins
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILITY				
9	Unsolicited Proposal Policy Update, James Parkinson <sup>2</sup>	To Approve	T&C	11.40 a.m.	1 hour
10	FY23 Budget update, Christine Begbie <sup>4</sup>	To Note	T&C		
11	AUL Q2 Report to Auckland Council, James Robinson and Christine Begbie <sup>2</sup>	To Approve	T&C		
12	Board Committee Appointments, Tim Kingsley-Smith	To Approve	T&C		

<sup>&</sup>lt;sup>1</sup> Withheld pursuant to NZX listing rules.

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

# Board Meeting Agenda (Public)



OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY (cont.)								
13	Board Committee Minutes <sup>5</sup> :  Risk Committee 3 Nov 2021 Risk Committee 1 Feb 2022 Destination Committee 24 Nov 2021 Destination Committee 24 Jan 2022	To Note	T&C					
BOAR	BOARD PRIVATE SESSIONS							
14	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T & C	12.40 p.m.	5 mins			
	Close of Meeting			12.45 p.m.				

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<sup>&</sup>lt;sup>5</sup> S7(2)(f)(i),(g),(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—
  - 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—
  - 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
  - the protection of such members, officers, employees, and persons from improper pressure or harassment; or
  - (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- (j) prevent the disclosure or use of official information for improper gain or improper advantage.



## Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
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) Allied Farmers Limited (Chair/Director)		
Jennah Wootten	Deputy Chair	<ul> <li>Cricket 2021 Limited (Director)</li> <li>Generate Global (Director and Shareholder)</li> </ul>	Aktive – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	Homeland NZ Enterprises Ltd (Director and Shareholder)     Homeland NZ Trading Ltd (Director and Shareholder)     Carruthers Consulting Ltd (Director and Shareholder)     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)		Following the voluntary liquidation and dissolution of the Auckland Show Grounds (comprising the EMA and A & P Society) Cornwall Park has appointed a new 12-month operator pending a review of the best use of the site and assets.      The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.      Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	Hong Consulting Limited (Director and Shareholder)     CYWE Trustee Limited (Director and Shareholder)		

		Eastland Property Services Limited (Shareholder)     Auckland International Airport Limited (Shareholder)     Spark New Zealand Limited (Shareholder)     Comvita Limited (Shareholder)     SkyCity Entertainment Group Limited (Shareholder)     Tesla Inc (Shareholder)		
Hinurewa te Hau (Hinu)	Non-Executive Director	Matariki Cultural Foundation (Trustee)     Matariki Global Holdings Limited (Director)     Taamaki Records Limited (Director)     Otamatea Pioneer & Kauri Museum Board (Trustee)     Q Theatre Limited (Trustee)     TEC Workforce Development Council Services (Director)	General Manager Creative Northland     Advisor Te Hua o te Kawariki Trust     Advisor Manea Footprints of Kupe     Chair of WOMEX (World Music Expo)     Pan Indigenous Network representing     36 indigenous nations globally	On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU
Fabian Partigliani	Non-Executive Director	Partigliani Consulting Limited (Director)     3B&P Family Trust (Trustee)     Smartfood Limited (Chairman)	Consultant to Private Equity companies     Consultant to individual businesses on business strategy, M&A and operational improvements     Red Shield Security Limited (CEO)	RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport.
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. Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Auckland Unlimited consultant). 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)     Stanmore Bay Primary School (Trustee)	Registered Celebrants of Aotearoa (Member)     Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

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)	



### **Chief Executive Report**

Report to Board of Auckland Unlimited - 23 February 2022

#### 1. Introduction

Key issues this month:

- The Government's announcement on its staged plan for opening up to the rest of the world provides some guidance for Tataki AUL's planning. However, the continuing requirements for isolation mean we will not see any international tourism remerge in 2022.
- The red-traffic light setting, isolation rules and emergence of Omicron in the community is having a significant chilling effect on Tataki AUL's business, and for the events, tourism and hospitality sectors more generally.
- The organisation is reasonably well-prepared to deal with Omicron from a business continuity perspective.
   We have 10,000 RATs kits due in early March. We await confirmation that the zoo staff are classified as critical workers.
- Tataki AUL is currently forecasting breakeven for the 2022 financial year. However, the Board workshop
  discussed the fiscal challenge for 2023, and the need to make clear decisions on what Tataki AUL will be
  able to do and not do within its much tighter financial constraints for next year. The Board is concerned to
  ensure that quality is not compromised and that reduced budget means doing less.
- Sir Peter Gluckman has presented a "Reimagining Tamaki Makaurau" draft to the Council Governing Body and the Local Board Chairs. Copies of the draft report have been shared with key Ministers and Government Agency CEOs. Koi Tu will present further at the Governing Body's strategy workshop in early March.
- Delivery of the Reactivating Tamaki Makaurau and Activating Tamaki Makaurau government programmes remains on track. Both programmes are achieving good uptake rates.

# 2. Strategic Projects On Track Issues - mitigations in place At risk - action required

Project	Update	Next Steps	Status
Screen Revenue: Generating activity to address the lease revenue shortfall left by the withdrawal of the Amazon Studios TV production.	Industry concerns about Council's Sites and Places of Significance to Mana Whenua impacts on filming, and other on-shore location filming difficulties have put a pause on attraction campaign planning. This issue is a risk to Auckland's reputation as a great place for screen production.	Priority focus shifts to on-ground issues within Auckland and working with industry to identify solutions (workshop on 24/2.	
	S7(2)(f)(i),(h),(i) LGOIMA 1987		

<sup>1 |</sup> Chief Executive Report





Reimagining Tāmaki Makaurau Auckland: A 50- year vision for Auckland – led by Koi Tū	As per communications plan, draft report presented to Councillor workshop and Local Board Chairs workshop. Well received at both.  S7(2)(f)(i) LGOIMA 1987	As per communications plan, Mayor and Koi Tū to brief key Ministers ahead of final report release March / April 2022 (tbc based on omicron). Key partner, sector, government, media and staff briefings being scheduled. Report to feature at next Auckland's Future, Now summit in May (date tbc).	
Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.	Planning Australian marketing activity in alignment with TNZ for step 4: border open to Australia without need to isolate, by July 2022. This includes resuming PR activity from April.	Refresh AUL 'reopening to the world strategy' based on new border settings and dates.  Planning for Rest of World marketing activity for step 5: border open to all other countries, by October 2022.	
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.	Council has confirmed an appeal of the APTR decision to the Supreme Court	Explore a future regional tourism funding model with industry leaders in Q3 2021/22.	
Single Stadium Operator: Responding to CCO Review recommendation. S7(2)(f)(i),(h),(i) LGOIMA 1987		Identified as a priority in the Letter of Expectation for 2022/23. Programme workstreams to be developed.	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	The working group has now prioritised key focus for FY22 and FY23 and working on brief and resourcing requirements	Proposed scope of work in development for review with consideration to CCO focus and alignment and AUL investment capacity.	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning. S7(2)(f)(i) LGOIMA 1987	AUL verbal submission on MOTAT's Draft Annual Plan delivered on 10 February.	Steering Group from AUL and MOTAT meets on 17 February to begin discussion of integration options. Identified as a priority in the Letter of Expectation for 2022/23.	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	Preliminary meetings with Wellington officials to establish AUL partnership relationships with MCH and Creative New Zealand. On-going work with	Hui planned for early March of sector leaders to develop and progress programme of work to build collective impact of Auckland cultural sector. Work and issues	

<sup>2 |</sup> Chief Executive Report





	cultural sector leaders, including preliminary work on shared calendar as part of Summer is Calling campaign	identified to be discussed with board at future board meeting.	
AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved.	Decision on venue for AC37 deferred to March 2022.	
S7(2)(f)(i),(h),(i) LGOIMA 1987			

## 3. Delivering on the Statement of Intent

#### Cultural Organisations Ropū

SOI Programmes	Update
Cultural Organisations Overview	
S7(2)(f)(i),(h),(i) LGOIMA 1987	
	Certainty about the international border is having a positive impact on planning for sporting and cultural events for summer 22/23.
Auckland Art Gallery	<ul> <li>Māori Art programme of commissions and future exhibitions and Māori arts symposium commencing with new Senior Curator. <i>Toi Tū Toi Ora</i> book planning for distribution to schools underway.</li> <li>Korean-New Zealand artist Yona Lee exhibition now being installed. Dawn blessing of site undertaken 8 February prior to breaking of ground in Albert Park.</li> <li>Icons of the Christian Orthodox World also in construction phase and works arriving from lenders.</li> </ul>
S7(2)(f)(i),(h),(i) LGOIMA 1987	
	<ul> <li>Average Daily Visits YTD – 726 pax. Year-to-date we remain behind target due to impacts of COVID-19, with a projected total visitation of 200,000 for FY22.</li> <li>Mary Quant total visits to-date 14,341 since 10 December opening.</li> </ul>

<sup>3 |</sup> Chief Executive Report



#### Auckland Zoo Auckland Zoo's free Community Ticket programme ran through January with 50-100 tickets being used per day with positive feedback. A summative evaluation report will be circulated end of March. Final stages of construction on Southeast Asia Jungle Track and related infrastructure works recommenced on 10 January. Works including installation of tiger back-of-house area, commissioning of Swamp Forest environmental Life Support Systems and planting of lakeside landscape - more than 30 new native trees and large palms are now in place around the Zoo's Central Lake. Overall forecasted project costs remain on budget and construction completion is expected in April this year. COVID-19 restrictions have had a significant impact on many of the Zoo's planned fieldwork projects this season namely: Archey's frog monitoring, Alborn skink surveys, Duvaucel's gecko monitoring on Otata Island, Rangitoto lizard monitoring, a Master's project on Northern Striped Geckos and the support of the kākāpo breeding season have all been cancelled in the last few weeks. Filming has started for Wild Heroes, a new TV show in partnership with Discovery NZ. Initial focus is on the Zoo's conservation fieldwork programme and projects that have been able to continue this season - including Operation Nest Egg (kiwi) and tara iti projects. Cotton-top tamarin pair produced yet another set of twins on 3 January. Auckland On Saturday 22 January, Western Springs hosted L.A.B. at Outerfields; the only stadium Stadiums concert for 2021-22 Summer Concert season. The event proceeded with the Government moving the country to the red traffic light setting 24 hours after the event. Scanning of My Vaccine Passes ran smoothly with 15 patrons refused entry for fraudulent passes. NZ Police commended the event delivery. S7(2)(f)(i),(h),(i)LGOIMA 1987 Mt Smart hosted inaugural Moana Pasifika pre-season match against the Chiefs on 4 February. Under the red traffic light setting, the match was played behind closed doors but was broadcast live allowing it to operate as a fundraising event for the Tonga Relief effort, with over \$25k raised. Auckland Stadiums waived any venue hire payment to assist with fundraising. With New Zealand Rugby's decision to move all six New Zealand based Super Rugby squads to Queenstown to mitigate the threat of COVID-19 related match cancellations, Moana Pasifika's first competition game at Mt Smart is now scheduled for 25 March against the Hurricanes. In December, Auckland Stadiums applied to the Local Activation Programme Fund to market and deliver a programme of free community events, Summer at the Stadium. S7(2)(f)(i),(h),(i) LGOIMA 1987 A series of Drive-in Movies and Kids Flicks will be delivered under the red traffic light setting, although a small business market and concert will be postponed pending a return to orange traffic light setting. Mt Smart hosted the Aotearoa Tonga Relief Committee, who are collecting donations of dried goods to support Tonga's response to the volcanic eruption last month. To date 51 containers have been shipped to Tonga. In addition to providing space and logistical support, Auckland Unlimited has funded the traffic management and security costs to support fundraising activities. Such support equates to \$12,500. Public collections from Auckland communities are continuing February 14 and the Committee will retain a presence at Mt Smart until 28 February to sort containers delivered from around the There is significant interest from promoters wanting to contract for concerts for the 2022-23 Summer Concert season with two further contracts issued at the start of

February, one for a concert at Western Springs in December, and another at Mt Smart in March 2023. To date, contracts have been issued for a total of 12 concerts across Mt

<sup>4 |</sup> Chief Executive Report



		and Westerr lation at the		e greatest risk to realising these events is ong	oing need			
Cultural Sector Partnerships		Now the public submission process is complete, the MOTAT Board will be finalising their Draft Annual Plan to be considered by Auckland Council in March.						
S7(2)(f)(i),(h),(i) LGOIMA 1987		Work with MOTAT on the recommendation from the CCO Review regarding the exploration of integration options with MOTAT continues.						
Property				g is underway and a full programme review of t s been completed.	the			
S7(2)(f)(i),(h),(i) LGOIMA 1987								
Total Visitation	Actual Jan 22	Budget Jan 22	Variance	Comment	Status			
Art Gallery	26,576	34,189	(7,613)					
NZMM	4,758	8,000	(3,242)					
Stadiums	31,236	88,341	(57,105)					
Zoo	63,081	80,907	(17,826)					
Total	125,651	211,437	(85,786)					

### Arts, Entertainment and Events Rōpū

SOI Programmes	Update
AEE - General	<ul> <li>Briefing note provided to Auckland Council, Auckland Unlimited and Eke Panuku CEO's regarding VEC lease process.</li> <li>Discussions held with Cultural Organisations on discovery process for opportunities, efficiencies and shared across the two rōpū.</li> <li>Discovery and industry engagement process underway on alignment of Auckland Convention Bureau and Auckland Conventions Venues and Events activities/outcomes.</li> </ul>
Auckland Live	Michelangelo – A Different View extended its programme by 2 weeks providing a successful red traffic light setting offer for Aotea Centre.
S7(2)(f)(i),(h) LGOIMA 1987	<ul> <li>Operations team supported Auckland Unlimited's COVID-19 response including updates to various guidance tools in support of Omicron outbreak.</li> <li>90% of events until end of March have now been cancelled/postponed with all festivals and resident hirers impacted, with a small number of Auckland Live invested projects being salvaged to be delivered under the red traffic light setting.</li> <li>Our partnerships with Creative New Zealand and Performing Arts Network NZ are facilitating online industry sessions and hybrid events which will be valuable to the sector during the red traffic light setting.</li> <li>Operations &amp; Venue Planning facilitated conversion of The Cloud to a city centre vaccination hub for the ADHB which will remain in place until the end of March. No events were displaced in this process.</li> </ul>
Auckland	90% of events until end of March have now cancelled or are seeking to postpone.
Conventions	

<sup>5 |</sup> Chief Executive Report



	<ul> <li>Market demand on second half of year with anticipated border reopening has put increasing pressure on resources including staff to facilitate enquiries and account management and non-availability of venues – for example, the Viaduct Event Centre and Shed 10 (requiring closure for maintenance).</li> </ul>						
Major Events	<ul> <li>The move to red traffic light setting has severely impacted a busy summer portfolio, including cancellations of: Island Time on Motutapu, Splore, Round the Bays (now online only), NZ PGA Open and NZ Fashion Week.</li> <li>Lantern Festival has been cancelled however the online festival content has gone ahead, and the lantern trail was installed at Auckland Showgrounds to allow a virtual lantern trail experience to be filmed and marketing collateral captured in the Showgrounds environment for future events,</li> </ul>						
	Pasifika Festival has been cancelled following consultation with the community, and plans for a Pasifika celebration event at indoor venues are in development for May/June.  The first plane is a second of the plane is a second of the plane is a second of the plane.						
	<ul> <li>The following events have been postponed (mainly to 2023) and will carry over planned 2022 investment to the next iteration: Waiheke Classics Week, Indulge Auckland, Opera on the Harbour, Run Riot, JazzAuckland, Beacon Festival, Auckland Boat Show, Auckland Writer's Festival (to August 2022), Auckland Craft Beer &amp; Food Festival, Aotearoa Art Fair (not yet announced).</li> </ul>	',					
	Events able to go ahead this quarter under the red traffic light setting include: Ocean Swim Series, Sculpture on the Gulf and Wild in Art.						
	The ICC Cricket World Cup is assessing whether they will operate with no crowds, or with pods of 100 to comply with red traffic light setting.						
FIFA Women's World Cup 2023 S7(2)(f)(i),(h),(i)	membership across the Auckland Council group, North Harbour and Waitakere	membership across the Auckland Council group, North Harbour and Waitakere stadiums and Northern Region Football, to oversee the training venue upgrades (club facilities, lighting and pitch compliance) to meet FIFA requirements and legacy outcomes.  Discussions commenced with New Zealand Football concerning financial support					
LGOIMA 1987  Auckland	In January, Auckland Convention Bureau (ACB) received 8 new business event						
Convention Bureau	enquiries for Auckland. If successfully secured, they would have a forecast total estimated impact value of \$1.76m, generating 4072 visitor nights from a total of 135 attendees.						
	<ul> <li>Two new event confirmations received in January representing 1530 visitor nights, 34 attendees and a total estimated economic value of \$577,175.</li> <li>Business event venues in Auckland are well prepared to trade in the red traffic light</li> </ul>	45					
	setting but are finding clients hesitant to commit and deliver events.  Corporate policies on staff gatherings, government regulations on having to isolate in another city should staff contract COVID-19, and vaccination rates within the workplace are some challenges being faced by business event organisers.  Some event organisers are being creative in delivering smaller events over multiple days or in a hybrid format.						
KPIs	Actual YTD Budget YTD Variance Comment Status						
Number of Events	241 558 -317						
Total Attendance	182,931 434,812 -251,881						
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### Investment and Industry Ropū

SOI Programmes	Update
AFS Studio Build	Auckland Film Studios project is underway/on course. Piling is now complete, footings now underway for both stages 3 and 4. The erection of steel framing is expected to be begin before the end of February. 97 per cent of all demolition waste (excluding contaminated waste) was diverted from landfill
	S7(2)(f)(i),(h),(i) LGOIMA 1987
Activate Tāmaki Makaurau	<ul> <li>\$50m support package was opened for businesses to apply for Business Advisory and/or Business Implementation funding on 1 December; over 11,000 registrations received (as at 16 Feb). This includes over 100 Māori businesses (10%), and over 860 (8%) Pasifika businesses.</li> </ul>
	\$6.33m has been awarded (approved applications) to 2260 businesses, from \$17m total funds available for Business Advisory services. Average award - \$2800.
	There are over 7,000 businesses in the pipeline (registered for Business Advisory funding). The fund is closing to new registrations on 17 February.
	\$2.16m has been committed (approved applications) to 558 businesses, from the \$27m available for Business Implementation services. Average award of \$3880.
	The close of the Advisory Fund and soft close of the Implementation Grant is underway with changes to the website and portal messaging along with an update to partners, reinforcing the messaging "Registrations are high, and funding is limited and not guaranteed until businesses have successfully registered on the Activate Tāmaki Makaurau portal, requested a proposal/quote from a service provider, and had their funding applications approved via email."
	<ul> <li>Partners have been requested to pause all marketing to drive registrations for these two funds and focus on promoting First Steps (health &amp; wellbeing) and the Business Community platform.</li> </ul>
Reactivate Tāmaki Makaurau	The first wave of vouchers (30,000) was released on 15 January, redemption rate was 58% equating to 17,246 vouchers used to book experiences for 72,102 pax.
	The second wave of vouchers saw 50,000 vouchers released on Tuesday 1 February with recipients having 2 weeks to book an experience. A further 50,000 vouchers were released on 15 February.
	From 9 February there were 200,000+ registrations for a voucher.
	<ul> <li>Auckland Unlimited have placed the Local Activation Programme and the Discount Scheme on pause due to the Red setting. Ministers have agreed to extend the timelines on the programme so that it can be resumed in Orange traffic light setting under the Covid Protection Framework.</li> </ul>





Business, Innovation and Support \$7(2)(f)(i),(h),(i) LGOIMA 1987 Skills and Workforce	Regional Business Partner activity has been scaled down to allow for delivery of Activate Tāmaki Makaurau programme.      Regional Partnership Agreement: The interim agreement for 2022-23 has been signed by Immigration NZ, Auckland Unlimited and Auckland Council. This will be key in the reopening of the borders to skilled workforce and the economic recovery and our engagement over the immigration rebalance policy.						
S7(2)(f)(i) LGOIMA 1987  S7(2)(f)(i),(i) LGOIMA 1987	<ul> <li>Auckland is Calling: Consumer marketing to attract domestic visitors has been underway since mid-December and will run to late January. A second wave of domestic marketing will start mid-February.</li></ul>						
Low Carbon Economy and Climate Response S7(2)(f)(i) LGOIMA 1987	Climate Innovation Hub: The first meeting of the newly formed advisory board is in early March. The board will guide the establishment and launch of the climate innovation hub     Emissions working group has been set up in the lead up to our mandatory GHG emissions reporting and verification at the end of the financial year. There are extra tasks to complete this year due to changed international standards, and a requirement to refresh reduction targets and initiatives plan. The collaborative group is made up of facilities managers across AUL and finance representatives.						
KPIs	Last month	This month	Comment	Status			
Screen Attraction Enquiries S7(2)(f)(i),(h),(i) LGOIMA 1987	11	15	Note concerns about Council's approach to Sites and Places of Significance to Mana Whenua and other constraints on filming on location. Increased reputational risks present. Comms and marketing strategy resources diverting to this area, away from attraction (due to resources). Longterm solutions involving Council, CCOs and local boards will be needed.				
RBP R&D Grants	4 grants = \$278,956	1x grant \$348,338	R&D Approvals YTD 61 @ \$2,310,851.10				
RBP Business Capability/Tourism Transition Funding	\$49,459	\$22,382	Total Voucher Allocation Spend: YTD \$ 2,355,700.08 RBP/CRM Assessments: YTD 1069				
Activate Tāmaki Makaurau Registrations	6104 Registrations \$3.4m approved	8346 registrations \$6,75m approved	751 represent Māori businesses (9%), and 652 (8%) represent Pacific businesses				

<sup>8 |</sup> Chief Executive Report



#### Māori Outcomes Rōpū

SOI Programmes	Update
Te Matatini  S7(2)(f)(i) LGOIMA 1987	<ul> <li>The project team will support the volunteers' programme design and planning in this FY, and the Whakangāhau event (regional event held in host city before main event), which is scheduled for May 2022. The Whakangāhau event coincides with the 50<sup>th</sup> anniversary of Te Matatini. All planning is being carried out with contingencies for COVID-19. A business case will be presented to MOSG at the end of Q4 for FY23 funding that was deferred from this FY.</li> </ul>
AUL Māori Outcomes Plan S7(2)(f)(i),(h),(i) LGOIMA 1987	<ul> <li>The Māori Outcomes Plan - Te Mahere Aronga supports an effort over the next three years for each rōpū to develop a bespoke approach, reflecting the SOI, our Te Tiriti commitments, legislative obligations and the advice and guidance of mana whenua and the IMSB. The plan was presented and approved at the October Board meeting, with key projects now being scoped for delivery in Q3 and Q4 of this FY.</li> <li>Capability building with the Board and staff will commence in Q3 and run into early Q4.</li> <li>Māori Outcomes Director is part of FIFA Host City Steering Group, providing advice on cultural engagement and capability building.</li> <li>The bilingual signage and wayfinding project for Auckland Town Hall, Civic Theatre, 'back of house' Aotea Centre has continued with all lifts, and signage near complete. Further funding proposal to Council's Māori Outcomes Fund was submitted to continue a wayfinding audit and bilingual signage for the Bruce Mason Theatre and stadia. This work is alignment with Te Mahere Aronga and Council's Te Reo Policy and action plan.</li> </ul>
S7(2)(f)(i) LGOIMA 1987	
Whāriki Māori Business Network S7(2)(f)(i),(h),(i) LGOIMA 1987	The first meeting with the Board Chair of the network was held in Q2.

## 4. Corporate

#### **Marketing and Communications**

Workstreams	Update
Brand	<ul> <li>Region of Wairuatanga video and photography shoot on hold under red traffic light setting.</li> <li>City Nation Place America's conference – Nick Hill and Helen Te Hira invited to talk on authentic inclusivity of indigenous culture and Auckland's 'Region of Wairuatanga' Place Brand theme.</li> </ul>

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S7(2)(f)(i) LGOIMA 1987	
	Ongoing communications support for government support packages – Activate and
	Reactivating Tāmaki Makaurau.
	Rollout of communications plan for Koi Tū, Reimagining Tamaki Makaurau report,
	commissioned by AUL to develop a provocation about ways to harness Auckland's
	potential for a better future. Workshops to discuss report with Councillors and Local
	Board Chairs were well received.
	Ongoing reputation management in response to adverse reaction by the screen industry
	over the implementation of Sites and Places of Significance to Mana Whenua. The
	current process increases the time and cost to film in Auckland undermining our 'film
	friendly' screen positioning.
	Refresh of 'Reopening to the world' communications strategy in alignment with recent government border announcements and associated AUL attraction plans.
	Commencement of Cultural Organisations communications strategy in advance of the
	sector hui in March.
	Peer review of FIFA communications and engagement strategy.
S7(2)(f)(i) LGOIMA 1987	•
LGOIMA 1987	
Media	Key external communications and media coverage for January relating to AUL's work
	included:
	Explore Tāmaki Makaurau Voucher Programme – the first vouchers allocated and
	encouraging more Aucklanders to register (Over 200,000 registrations, 30,000 vouchers
	have been used to book experiences, and that has translated into nearly 120,000
	tickets for activities across Auckland and 100 businesses receiving a resurgence in
	<ul> <li>bookings this summer.</li> <li>Auckland Lantern Festival – firstly announcing the programme and ticketing information,</li> </ul>
	<ul> <li>Auckland Lantern Festival – Tirstly announcing the programme and ticketing information, and then announcing the cancellation.</li> </ul>
	The cancellation of various events following move to red traffic light setting, as well as
	confirmation of events that can go ahead at red, including the Women's Cricket World
	Cup.
	Mt Smart Stadium a venue for Tonga relief efforts, various venue mentions.
	Publicity of various events prior to cancellation, including Fashion Week, Auckland Live
	Summer in the Square, Pride Festival.
	Publicity of exhibitions including Mary Quant at Auckland Art Gallery and Michaelangelo
	- A Different View exhibition at the Aotea Centre and Whales Tales art installations
	around the city.
Marketing	
Marketing	
S7(2)(f)(i)	Auckland is Calling (domestic) and Summer is Calling (local) marketing campaigns went
LGOIMA 1987	live in December. Mid-campaign research results show a strong bounce-back in
	perceptions of Auckland and Auckland place brand themes among Aucklanders and the
	rest of Aoteoroa. Optimisation of creative and media is occurring in response to other
	insights.
	Marketing and publicity for the Reactivate Tāmaki Makaurau voucher programme is
	performing well to ensure equitable distribution of vouchers by local board area, issuing
	reminders to increase redemption rates and showcasing the range of activities voucher
	holders can enjoy.

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	<ul> <li>All campaigns for events and shows were adjusted in response to the red traffic light setting including, changes to content on all channels, revision of paid media plans and advising customers with tickets about the status of events and shows.</li> <li>Auckland Live sold 13,801 tickets in January. Seven shows were cancelled, and eight shows were postponed including: Summer in the Square, Taurite, Morning Melodies concerts, RNZB Venice Rising, NZSO concerts to name a few.</li> <li>Michelangelo exhibition has so far sold 18,000 tickets, had 21 sold-out VIP sessions and extended for another 2 weeks until 13 February. This exhibition, The Civic and Auckland Town Hall Tours and Wintergarden Pride shows can proceed in the red traffic light setting.</li> <li>Sponsorship 30 day and 90-day planning has commenced now short-term resourcing is in place.</li> <li>Activate Tāmaki Makaurau marketing campaign was put on hold due to high level of demand for the business support part of the programme. Communications to guide businesses through the process and support the 700 service providers will continue until the programme is wound down completely.</li> <li>Delivering the screen roadmap is constrained by resource levels. The 12 Oscar nominations for Power of the Dog were leveraged in publicity, videos of industry stories are being created and promoted and, enhancements to the screen website section are in progress.</li> </ul>					
LGOIMAS	LGOIMA in progress:     - Auckland Unlimited provided its information for a Council-wide response to a journalist about CCTV camera use, costs and so on – she was provided with AUL information as part of an earlier Council-wide LGOIMA response (both requests were sent to all councils around New Zealand). Council has extended the statutory timeframe to respond while awaiting parts of Council to provide their answers.     - The Auckland Art Gallery responded to a request from an NZME journalist for details of all acquisitions including budget for past 5 years; actual spend on acquisitions in 2021 etc. The response went out on 3 February.					
KPIs	Last month	This month	Comment	Status		
Page views of brand home	850	612	There was no marketing activity for the brand home over the holiday period			
Download of brand assets	825	598	There was no marketing activity for asset library over the holiday period.			
Pieces of media coverage mentioning AUL	236	162	This coverage had a cumulative potential reach of 5,060,538 and an ASR of NZD \$1,286,280.			

### People

Workstreams	Update
Wellbeing	Vaccination policy implementation:     Status of collection of vaccination data:  S7(2)(f)(i) LGOIMA 1987



	<ul> <li>Business Partners are working with People leaders to consult with those employees who do not intend to get vaccinated or disclose their vaccination status.</li> <li>Wellbeing continues to be monitored and we are actively deploying additional resilience training including:         <ul> <li>Resilience/preventing burnout session organised for the Executive Leadership team delivered on 14 February with Mark Butler (Mental Health/Resilience</li> </ul> </li> </ul>				
	0	Expert) Ten-week onl	ine resilience workshops covering different resilience and se paching made available to staff starting mid-February.		
Recruitment	<ul> <li>Head of Major Events position has been filled.</li> <li>Wider recruitment market continues to be challenging with low candidate supply in certain areas and inflated salary offer expectations. Challenges in corporate services areas.</li> <li>Our annualised turnover is 18.4% as at end of January, up from 16.9% the previous month.</li> </ul>				
Remuneration	<ul> <li>Tight recruitment market is placing pressure on retention measures for specialist and in- demand roles. Increased expectations to increase salaries for any internal job changes, as part of structural changes.</li> </ul>				
Metrics	December	January	Comment	Status	
Engagement (Officevibe)	7.2	7.2	Engagement remains consistent at 7.2, with an increase of 1% in the participation rate due to people returning to		
Participation in Officevibe	44%	45%	work after summer holidays. Continuing to monitor both result and feedback comments for trends.		

### **Health and Safety**

Workstreams	Update					
H&S Committees	<ul> <li>In January only Victoria Street H&amp;S committee held a meeting. Other committees did not hold meetings due to key members still being on leave. Meetings are scheduled for all committees in February.</li> </ul>					
Safe 365		• It is expected that the next round of Safe365 audits (delayed by Covid-19 lockdowns) will be undertaken by the end of March 2022.				
Covid-19 planning	across A Waterca • We are	across Auckland Unlimited. Training invitation was also extended to our colleagues at Watercare (15 of their staff attended).				
Recruitment	l	Toniette Salt, the new Head of Health and Safety, started at Auckland Unlimited on 14 February.				
Training		H&S governance training (for Board/Risk Committee/ELT and Senior Managers) will be held remotely due to ongoing Omicron outbreak. Date/time will be confirmed soon.				
Reporting						
Health & Safety Report	Health and Safety Report can be found in the Resource Centre.					
Incidents	Last month	This month	Comment	Status		
Minor staff incidents	4	4	Of the 4 minor staff incidents 3 required no treatment and 1 required first aid.			



Lost time incidents
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### Digital

Workstreams	Update
Shared Services (with Transformation)	
S7(2)(f)(i) LGOIMA 1987	
Cybersecurity Strategy and Governance	<ul> <li>Organisation's cyber alert has been updated to aware to reflect that there has been no recent organisation specific issues.</li> <li>Comprehensive cybersecurity curriculum is being developed to form the basis of our cybersecurity awareness staff training across the RFA domain. Staff on Council's system remains outside this initiative.</li> <li>The first part of the KPMG Audit report, external penetration testing, was presented to the Risk Committee with accompanying management commentary discussed at the February Risk Committee. The Digital team is working on remediating several highlighted issues, in addition to starting to manage a number of web stacks that exist within former ATEED which have been identified as having cybersecurity risks associated with them.</li> <li>Good progress made on device hardening and implementation of group policies which strengthen our position against potential cyber-attack.</li> </ul>
	<ul> <li>Quarterly Cyber Risk register presented to February Risk Committee.</li> <li>Cybersecurity Dashboard updates are attached in Appendix 1 of this report.</li> </ul>
I&I support	<ul> <li>Activate Tāmaki Makaurau – digital team are supporting the development of processes to close down the programme utilising the Salesforce environment.</li> <li>Explore Tāmaki Makaurau – digital team continues to work alongside our platform supplier Bookme supporting registration, allocation, provision and redemption of vouchers, and ensuring site retains stability.</li> </ul>
Digital Auckland (with Marketing)	The Digital Auckland Hub business case will be presented to the Board this month, outlining the functionality that will be provided as part of the MVP, the chosen technical architecture for the new product, and both the one-off investment costs and ongoing management costs required to deliver this solution to market.
People	<ul> <li>New Head of Digital Product started on 1 February and takes on responsibility for developing/delivering digital product roadmaps with team of Product Owners and Business Analysts. We have finally secured a business analyst starting later this month.</li> <li>Development Lead role achieved recognising importance of web site development to the organisation.</li> <li>In market for roles of Data Architect and Data Engineer who will design and build out a data lake. If the data is structured, stored, understood, analysed and utilized correctly with the right tools such as a data lake and reporting application, it will have the potential to unlock business intelligence and new strategic avenues for innovation, revenue streams, optimisation opportunities and customer value enhancement.</li> </ul>
Architecture	There are currently a number of key architecture focuses to ensure that we are designing enterprise solutions which are scalable, secure and sustainable. These include:  Several different web stacks across the merged organisation, and we need to define the architecture of all future web developments, and work to consolidate our platforms.



	<ul> <li>Completed architecture workshops defining the way in which we will develop membership, ticketing and Point of Sale solutions that can support all of the cultural organisations and create a 360-degree view of the customer.</li> <li>Staff are identifying middleware which will support the consistent integration of applications using reusable APIs.</li> </ul>				
Transformation projects support	finance s support	system have a to ensure tha	nation projects such as the city-wide calendar view and singla a significant digital element, and we are providing architectu t the solutions designed provide a solution which is secure a erprise needs.	ral	
Connected Commerce Project	<ul> <li>Workshops took place at the Gallery to determine the requirements for Contemporary Benefactor sign-up and renewals, which will be developed as part of Phase 1.1.</li> <li>Completion of the architecture workshops at the Zoo will deliver design for the self-serve membership portal, supporting the simplified new product and pricing offering, and provide the technical basis for a self-serve portal for the gallery.</li> <li>Planning is underway for a new Point of Sale (POS) solution for the Zoo, which will remove the current complexities of being on different networks and different product structures.</li> <li>Staff are reviewing potential ticketing solutions to determine whether a single Enterprise solution will meet the needs of cultural organisations. This will provide the foundation of ticketing capability for the Digital Auckland Hub.</li> </ul>				
KPIs	Actual	Target	Comment	Status	
Cybersecurity posture	1.5	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.		
'Lights on' system availability	99.90%	99.9%	Measurement - availability of all systems.		
Customer services	10 days	10 days	Measurement – average ticket turnaround time. (An outlier ticket has affected the average which was 13 days when not included).		
Project delivery	78%	85%	Measurement – on time and within budget.		

### **Finance and Corporate Services**

Workstreams	Update
Finance	<ul> <li>January YTD financial performance represents a lower level of council funding than budgeted. Revenue shortfalls in Cultural Organisations and Arts, Entertainment and Events rōpū, are offset by cost savings and wage subsidy, with the final wage subsidy received in December. I&amp;I net cost also beneath budget with timing impacts affecting both revenues and costs. Capital spend continuing to run at 60% of budget.</li> <li>Latest estimates of Trust financial performance for FY22 indicates a net cost of services (i.e., council funding requirement) of approximately \$2m above budget, however this may be mitigated, in part, if the restructure provisions are released if not required. Performance impacts are driven primarily by revenue/gross margin at risk over December to March period, and depending on traffic light settings, event cancellations and public response to being able to get out and about/behavioural hesitancy to participate in groups.</li> <li>To date AUL Company financial performance is favourable in terms of cost to council however this has been impacted primarily by timing differences between grant receipts and expenditures. Forecast for AUL Company full year is within budgeted council funding cost but with significant swings to reflect income and grants from the Activate and Reactivating Tāmaki Makaurau support packages and timing differences in expenditures.</li> </ul>
Risk	Risk workshop now planned for the 16 March 2022.
Planning	A separate paper has been provided to the Board on the Draft FY23 Annual Plan. This paper provides an updated to the information provided at the Strategy Day on 11

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	February. The draft FY23 Annual Plan, with proposed change requests, is due to the Auckland Council Planning Team on 25 February.
Procurement	Single cross organisation procurement process implemented and working well.
Organisation	Lockdown has delayed commencing a restructure to a single Finance department however
Design	this work has now commenced.
Resource Centre	Financial Performance Report
Reports	<u>Current Operational Risks Report</u>
	<u>Capital Programme Report</u>



## **5. Transformation Programme**

Key Workstreams (Q3/Q4)	Update	Next Steps	Status
PMO introducing good practice for managing and delivering projects at AUL	Finance has completed full reconciliation of what funding to date has been spent on projects and reviewed list of 65 projects funding status and whether budget is available to proceed.	Projects that have passed gating process will go to ELT for final decision to proceed Gating process covers: Approved in principle, project requirements defined, funding available, and resourcing needs defined.  Work is underway to develop a capacity planning and resourcing process to help them manage and prioritise workload.  PMO is assessing resourcing solution using Microsoft Project Online functionality for ICT, Marcomms and PMO.	
Major Transformation or Strategic Projects underway	Finance:  Complete business case for Point 1.  Work with Digital and Finance to agree approach and timeframe for Point 2.  Work with PMO to assess the constraints and risks and next steps.	Present findings and recommendations on options to ELT.	
S7(2)(f)(i) LGOIMA 1987		Future state technology configuration recommendations due 18 February Group Shared services review findings due end of April. ELT decision will need to consider the outcomes of the 2 reviews.	
	Ungerboeck rollout to the Cultural Organisation functions (Zoo, Art Gallery and Maritima Museum)  • Progressing project requirements, structure, plan and resources.  Workforce Planning project on hold	Complete and agree business case and rollout plan Launch project with CO	
	pending some technical/operational actions needing resolution,		
TOM people structure changes	Completion of re-organisation deferred to May/June 2022.	No further support from C&T until end of Q3.	

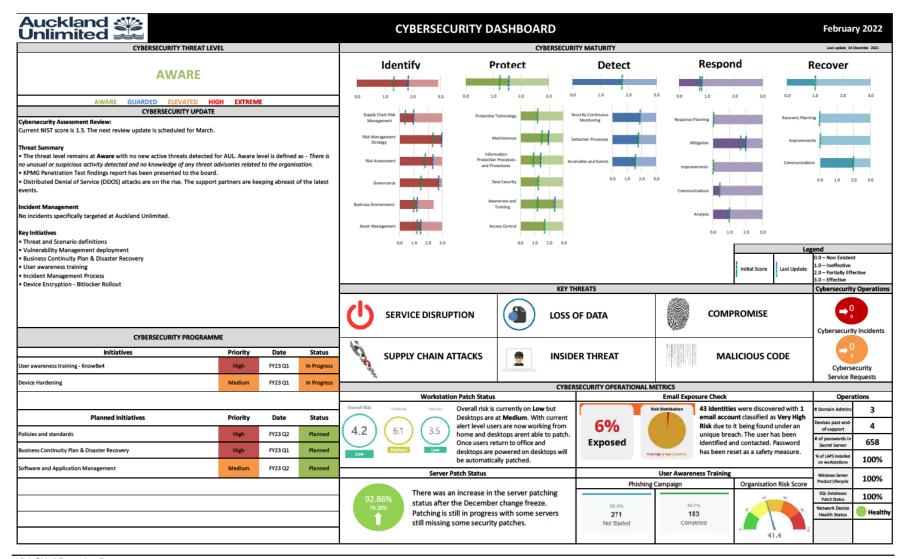




Lifting Capability All staff	
Identified staff in project management roles to put through mandatory training. Curriculum content reviewed with People Experience leader and aligned with their objectives. Proposal is to accelerate training over the next 3 months for this cohort. Building the C&T team Advertising and interviewing for 4 vacancies: 2 Projects managers, 1 project coordinator and 1 Business analyst	
Ways of working  MS Teams adoption progressing to plan. Refresher training sessions scheduled for staff who missed sessions underway  C&T and PMO Website The website content agreed and developed. Site is built for pilot launch end  Continue training of product champions for completion by March. Implementation of MS Teams projected to start in mid/late Jan.  Complete User acceptance testing and pilot website with limited set of user prior to a hard launch at the	
of February/early March end of March of the full site	
Accommodation for AUL staff  Security Operations Centre (formerly AC36 MEOC)  Security team has implemented monitoring setup. Security team has moved to MEOC  Victoria St  Layout plans completed. Budget confirmed - \$160k, with actual costs expected to be significantly lower than that. Additional costs added for change management and some workplace behaviour development. Workplace Utilisation Survey completed and analysed. Comms with impacted staff underway.  L4, Aotea Centre Requirements discovery to begin late Q3. Permanent and long-term solution for staff relocation. Presented to ELT report on long term options for consolidation of all staff with 2 options identified as preferred.  Security Qperations Centre (formerly AC36 MEOC)  Unispace working with AUL to review final layout prior to finalising and submission to ELT for approval.  Once staff have been moved to Victoria Street, review options for long term move at the beginning of the next financial year for submission to ELT.	



#### Appendix 1



<sup>18 |</sup> Chief Executive Report