# **Board Meeting** Agenda (Public)





## 1.00 p.m. Wednesday 24 November 2021

Remote Meeting (Teams)

Item	Subject	Action	Trust/Co.	Start Time	Duration		
Welco	Welcome of Public to the Meeting						
PROC	EDURAL						
1	Agenda and Apologies	To Note	T&C	1.00 p.m.	5 mins		
2	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C				
3	Public Minutes 27 October 2021	To Approve	T & C				
CE RE	PORT AND PERFORMANCE REPORTING						
4	Statement of Intent Performance for Year Ended 30 June 2021, Nick Hill	To Note	T&C	1.05 p.m.	40 mins		
5	CE Report, Nick Hill  1. Financial Performance Report 2. Current Operational Risks (RC) <sup>1</sup> 3. Health and Safety Report (RC) <sup>1</sup> 4. Capital Programme (RC) <sup>1</sup> 5. LGOIMA Register (RC) <sup>1</sup>	To Note	T&C				
Exclusion of Public from the Meeting							
PROC	EDURAL						
6	Confidential Minutes 27 October 2021 and Action Tracker <sup>2</sup>	To Approve	T&C	1.45 p.m.	5 mins		
SIGNII	FICANT STRATEGIC MATTERS						
7	ICT Shared Services, Mandy Kennedy and Mark Shepherd <sup>3</sup>	To Discuss	С	1.50 p.m.	1 hour 15 mins		
8	Auckland Stadium Network, Nick Hill <sup>2</sup>	To Discuss	С				
Afternoon Tea Break					10 mins		
9	Auckland Film Studio Network, Pam Ford <sup>2</sup>	To Discuss	С	3.15 p.m.	45 mins		
10	Aotea Creative Quarter Programme Establishment, Noah Maffitt <sup>1</sup>	To Discuss	Т				

<sup>&</sup>lt;sup>1</sup> S7(2)(f)(i) LGOIMA 1987 <sup>2</sup> S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987 <sup>3</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

# **Board Meeting** Agenda (Public)





Item	Subject	Action	Trust/Co.	Start Time	Duration
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABIL	ΙΤΥ			
11	AUL Annual Report, Brian Monk <sup>4</sup>	To Approve	С	4.00 p.m.	55 mins
12	Auckland Art Gallery Heritage Building Restoration Project, Heather Harris <sup>5</sup>	To Approve	Т		
13	Climate Change Risk to Auckland Unlimited, Pam Ford <sup>4</sup>	To Approve	T & C		
14	Destination Committee Member Appointment, Nick Hill <sup>6</sup>	To Approve	С		
15	Transformation Project, Mark Shepherd <sup>4</sup>	To Note	T & C		
16	RFA Trust Management Report, Brian Monk <sup>4</sup>	To Note	Т		
BOAR	D PRIVATE SESSIONS				
17	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T & C	4.55 p.m.	5 mins
	Close of Meeting			5.00 p.m.	

<sup>&</sup>lt;sup>4</sup> S7(2)(f)(i) LGOIMA 1987 <sup>5</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987 <sup>6</sup> S7(2)(a),(f)(i) 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
  - 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	Cricket 2021 Limited (Director)     Generate Global (Director and Shareholder)	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)		<ul> <li>Following the voluntary liquidation and dissolution of the Auckland Show Grounds (comprising the EMA and A &amp; P Society) Cornwall Park has appointed a new 12 month operator pending a review of the best use of the site and assets.</li> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.</li> </ul>
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) Tahu Hikuroa Foundation (Trustee)	Registered Celebrants of Aotearoa (Member)     Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

Indigenous Growth Limited (Advisory Board Chair)	
<ul> <li>Massey University Executive Education (Advisory Board Member)</li> </ul>	
<ul> <li>Digital Advisory Board of MIT (Advisory Board Member)</li> </ul>	
<ul> <li>University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)</li> </ul>	



# Rolling 12-Month Work Programme

November 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>Draft 2021 -2024 SOI</li> <li>Financial reporting for the year ended 30 June 2020</li> <li>Q4 Risk Report to Council</li> </ul>	CEO Report		<ul> <li>Risk Committee - 26 July</li> <li>Destination Committee - 20 July</li> <li>Board Meeting - 28 July</li> </ul>
Aug-21	Q4 Performance Report	CEO Report	<ul><li> Joint meeting with Destination Committee</li><li> Cyber Security and Risk</li></ul>	Destination Committee - 25 Aug     Board Meeting - 25 Aug
Sep-21	<ul> <li>Trust Annual Report</li> <li>CCO Oversight Committee meeting         <ul> <li>21 Sep (Quarter 4 and Annual Reports)</li> </ul> </li> </ul>	CEO Report		<ul> <li>Risk Committee – 13 Sep</li> <li>Destination Committee - 21 Sep</li> <li>Board Meeting – 24 Sep</li> <li>Board Meeting - 29 Sep</li> </ul>
Oct-21	Q1 Performance Report	CEO Report	Board Meeting Strategic Focus:     Cultural Institutions      Māori Outcomes Plan      COVID-19 Environment	Destination Committee - 19 Oct     Board Meeting - 27 Oct
Nov-21	<ul> <li>Public Board meeting to SOI performance for Year Ended 30 June 2021</li> <li>Company Annual Report</li> <li>Q1 Risk Report to Council</li> <li>Joint meeting with Destination Committee</li> </ul>	CEO Report	Mana Whenua Kaitiaki Forum Meeting & Lunch (2 Nov)     CCO Oversight Committee Visit (8 Nov)	Destination Committee - 24 Nov     Risk Committee 3 Nov     Board Meeting 12 Nov     Board Meeting - 24 Nov
Dec-21		CEO Report		No Board Meeting



November 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-22		CEO Report	Board Meeting Strategic Focus: Business & Investment Attraction	Destination Committee     Board Meeting     Director Appointments -Committee Induction and Applications
Feb-22	<ul> <li>Financial reporting for the ½ Year ended 31 December 2021</li> <li>Q2 Performance Report to Council</li> <li>Q2 Risk Report to Council</li> <li>Annual Plan FY22/23</li> </ul>	CEO Report	Board Strategy Day     Joint meeting with Destination     Committee	<ul> <li>Risk Committee (½Y Acts)</li> <li>Board Meeting (½Y Acts.)</li> <li>Destination Committee</li> <li>Board Meeting</li> </ul>
Mar-22	Draft 2022 -2025 Statement of Intent	CEO Report		Destination Committee     Board Meeting
Apr-22	<ul><li>Q3 Performance Report to Council</li><li>Q3 Risk Report to Council</li></ul>	CEO Report		<ul><li>Risk Committee</li><li>Destination Committee</li><li>Board Meeting</li></ul>
May-22		CEO Report     Annual Insurance     Renewal     Audit NZ     Engagement and     Fees FY22-24	Joint meeting with Destination Committee	Destination Committee     Board Meeting     Director Appointments Committee – Interviewing
Jun-22	Recommendation for board members for the AWMM and MOTAT Boards	CEO Report		Destination Committee     Board Meeting



## **BOARD MEETING**

HELD ON: Wednesday 27 October 2021 at 9.00 a.m.

AT: Remote Meeting (Teams)

PRESENT: Mark Franklin Chair
Jennah Wootten Deputy Chair

Fabian Partigliani
Jen Rolfe
Carol Cheng
Evan Davies
Dan Walker
Hinurewa te Hau
Alastair Carruthers

**APOLOGIES:** Cr Richard Hills

**ATTENDED:** Cr John Watson Auckland Council via Teams (Items 1 - 4)

Sarah Johnson-Smith Principal Advisor, Council CCO Gov. (Items 1 – 4)

Executive Team Nick Hill Chief Executive, Pam Ford Investment &

Industry, Heather Harris Cultural Organisations, Helen te Hira Māori Outcomes, Robbie Macrae Arts, Entertainment & Events, Mandy Kennedy Chief Digital Officer Lynn Johnson Chief People Officer, Brian Monk Chief Financial Officer, Mark Shepherd Change & Transformation, Shelley Watson Marketing

and Communication

S7(2)(a) LGOIMA 1987
Tim Kingsley-Smith Company Secretary & Legal Counsel

### 1. AGENDA AND APOLOGIES

The Board noted that Hinu te Hau would be joining later in the meeting.

The Chair noted that it was Evan Davies last Board meeting and thanked Evan for his years of service on the ATEED and Auckland Unlimited Boards. Evan thanked the Chair, Board and Management and wished the organisation all the best for the future.

# 2. CONFIDENTIAL MINUTES 25 AUGUST 2021, PUBLIC MINUTES 25 AUGUST 2021 AND ACTION TRACKER

The Board requested that the summary referred to in Action Point 7 be circulated to the whole Board.

The Board:

- Approved the 25 August 2021 Confidential and Public Minutes as an accurate record of the meeting and
- 2. Noted the Action Tracker.



#### 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 noted that Richard Clarke has been appointed Director of the Auckland Unlimited Arts, Entertainment and Events Ropu.
- Management noted that Auckland Council is continuing to consult on the APTR and is due to have a joint workshop with Auckland Unlimited on the APTR shortly.
- The Board referred to the screen revenue status metric in the CE Report and requested that Management review the measure and the period that it covers.
- The Board and Management discussed the impact of the current lockdown on the transformation project. Management updated the Board on the consequences of the lockdown and delays caused by the inability to properly consult during lockdown.
- The Board and Management discussed vaccine mandates. Management noted that Auckland
  Unlimited is working closely with Council on interpreting the vaccine mandate legal framework
  and the design and undertaking of risk assessments for the organisation. Auckland Unlimited
  will form its policy based on its risk assessments and then consult on its policy with staff and
  anyone else the policy impacts.
- The Board commended Management for the improvements made to the CE Report and to the Board Pack as a whole. The Pack now does a good job of reporting the range, quantum, scale, and complexity of the organisation's work.

	S(7)(f)(i) LGOIMA 1987
Alastair Carruthers noted that he had recently been appoint	
Board (AWMM). Management agreed to update the Director	

The Board noted the CE Report.

Brian Monk and Lynn Johnson spoke to the paper.

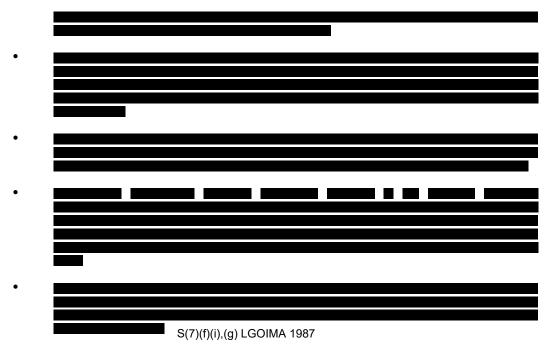
Councillor Watson and the Executive Teams left the meeting. Brian Monk and Lynn Johnson joined the meeting

5. RESPONDING TO THE GOVERNMENT'S "COVID-19 PROTECTION FRAMEWORK"

S(7)(f)(i) LGOIMA 1987

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The Board noted the update.

Lynn Johnson left the meeting. Helen te Hira and Shelley Watson joined the meeting.

### 6. AUCKLAND UNLIMITED MĀORI OUTCOMES PLAN

Helen te Hira spoke to the paper.

- Management noted that Auckland Unlimited's goal is to put te ao Māori front and centre of
  everything that it does. The Māori Outcomes Plan is a dynamic 'living' plan that clearly defines
  what the organisation is trying to achieve and how the organisation plans to achieve it.
- Management noted that the draft plan has gone to the IMSB and the feedback received was
  that it was refreshing to see ownership, accountability and clearly defined roles within the plan.
  To build on the plan Management now wants to see issues and opportunities discussed by
  Rangatira. While normal governance measures are applicable, forming strong person to person
  relationships is the best way to ensure that the organisation receives connected and timely
  feedback.
- The Board noted that the launch of the plan is a key opportunity for the whole organisation, and it is important that the Board plays its part. The Board requested that a programme of te ao Māori and cultural competency upskilling and training sessions be organised for the Board.
- The Board suggested some minor amendments to the Māori Outcomes Plan which Management agreed to incorporate.
- The Board and Management discussed Auckland Unlimited's role as an employer of Māori.
   Management agreed that the organisation has an obligation to build the capability of Māori and support Māori to participate in the life of the organisation.
- The Board noted that the launch of the Māori Outcomes Plans provides an exciting sense of starting something new, but if the Plan is to be successful, it will be vital for Auckland Unlimited to 'live' its Māori Outcomes Plan throughout all its work and activities.



S(7)(f)(i) LGOIMA 1987

#### The Board:

- Approved Te Mahere Aronga 2021-2024 Māori Outcomes Plan as Auckland Unlimited's Māori Outcomes Plan.
- Delegated authority to the Director Māori Outcomes to approve any minor amendments to the plan.

Helen te Hira left the meeting.

### 7. REACTIVATING TĀMAKI MAKAURAU

Shelley Watson presented to the Board.

Management updated the Board on Auckland Unlimited's plans to reactivate Tāmaki Makaurau
noting that they are constantly adapting to the environment as the Government provides more
information on its own plans and the timing of those plans.

Hinu te Hau joined the meeting at 11.20 a.m.

The Board noted the update.

S(7)(f)(i) LGOIMA 1987

Shelley Watson left the meeting.

#### 8. AUCKLAND UNLIMITED Q1 PERFORMANCE REPORT

Brian Monk spoke to the paper.

 The Board suggested some minor amendments to the Q1 Performance Report which Management agreed to incorporate.

Subject to incorporating its amendment suggestions and comments, the Board:

- Approved the Quarter 1 Performance Report for the period ending 30 September 2021 for submission to Auckland Council by October 29 and presentation to the CCO Oversight Committee on 23 November 2021; and
- Delegated the authority to make minor changes prior to submission as required to the Chief Executive.

Pam Ford joined the meeting.

#### 9. REGIONAL BUSINESS PARTNER

• Management noted that, as signalled in in the CE Report, it is likely that the Government will shortly confirm and announce a significant investment to support Auckland businesses via the Regional Business Partner (RBP) network. As the Government's lead RBP provider for Auckland, Auckland Unlimited will play a key role governing and managing the investment on behalf of the Government.



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	S(7)(f)(i),(h),(i),(j) LGOIMA 1987
Pam Fo	ord left the meeting and Richard Clarke joined the meeting.
ELEME	ENTAL AKL
Richard	d Clarke spoke to the paper.
•	Management noted that the Elemental festival is a cornerstone of Auckland Unlimited's strategy to make Auckland a premium winter destination. The festival is a platform to tie together existing and new winter events.
•	Management updated the Board on the current 2022 Elemental programme and noted that it is good to see the different parts of the business coming together to work on the programme.
	S(7)(f)(i) LGOIMA 1987
The Bo and 20	ard <b>approved</b> investment into Elemental AKL festivals in 2022, 2023 24. S(7)(f)(i),(h),(i) LGOIMA 1987
Richard	d Clarke left the meeting.
SERVI	CES CONTRACT VARIATION
The Bo	ard:
	1. <b>Approved</b> a one-year extension of and S(7)(f)(i),(h),(i) LGOIMA 1987
	2. <b>Delegated</b> authority to sign the contract variation to the Chief Executive.
UTILIT	IES CONTRACT
That th	e Board:
	1. Approved the proposed contract with services and;
	S(7)(f)(i),(h),(i) LGOIMA 1987

10.

11.

12.



2. Delegated authority to the CEO to execute the contract.

Mark Shepherd joined the meeting.

#### 13. TRANSFORMATION PLAN

Mark Shepherd presented to the Board.

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The Board **noted** the Transformation Plan update.

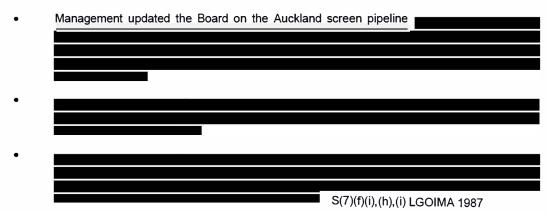
S(7)(f)(i) LGOIMA 1987

Mark Shepherd left the meeting. Pam Ford joined the meeting.

### 14. AUCKLAND STUDIO NETWORK AND SCREEN ATTRACTION

Pam Ford spoke to the paper and presented a video to the Board.

 Management noted that the team has worked closely with Government on making MIQ spots available for key members of some current productions to ensure they can go ahead as planned, and also on the creation of a new MIQ sub-category for productions to help attract new projects to Auckland.



The Board noted the Auckland Studio Network and screen attraction update.

Pam Ford left the meeting.

### 15. BOARD EVALUATION

The Chair noted that the Auckland Unlimited Board will shortly need to run an external Board evaluation.

S(7)(f)(i) LGOIMA 1987



The Board **approved** to conduct a Board evaluation of the Auckland Unlimited Board. S(7)(f)(i),(i) LGOIMA 1987

Heather Harris, Kevin Buley, Kirsten Lacy, James Parkinson, Vincent Lipanovich and joined the meeting.

S(7)(a) LGOIMA 1987

#### 16. RŌPŪ STRATEGIC FOCUS: CULTURAL ORGANISATIONS

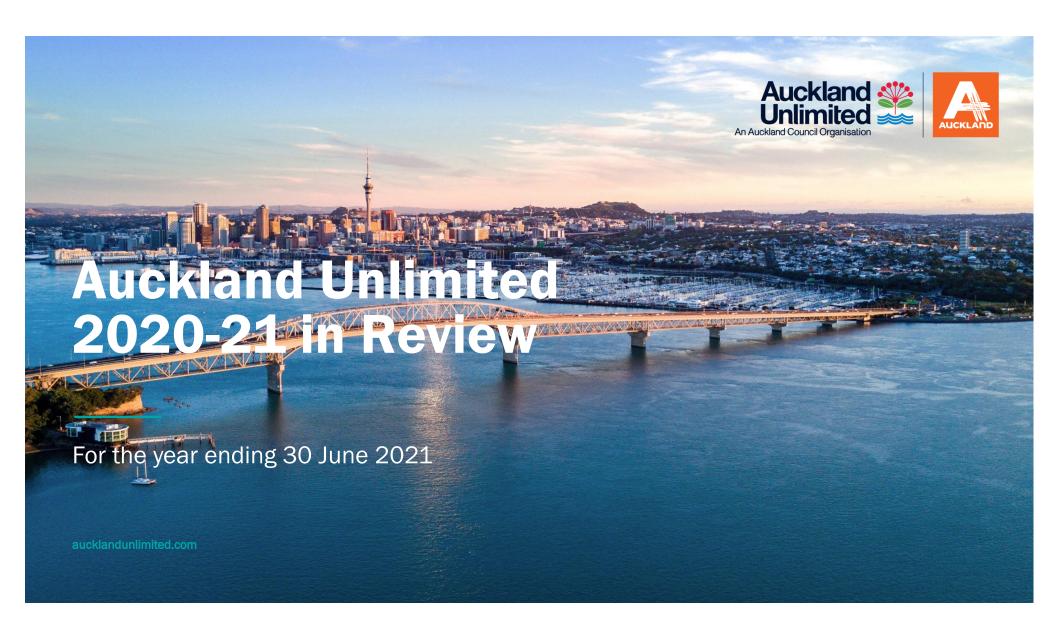
Heather Harris led the Cultural Organisations Ropū strategic focus discussion with the Board.

Update from Business Directors

- The Directors of Auckland Zoo, Auckland Art Gallery Toi o Tāmaki, Auckland Stadia and the New Zealand Maritime Museum each provided the Board with a strategic update of their respective businesses.
- Management noted the importance of ICT transformation to the future success of all of Auckland Unlimited's businesses, but particularly the customer-facing Cultural Organisation businesses.
- The Board noted that the Cultural Organisations businesses are in good condition and good heart despite facing extremely challenging times. The Board thanked the business directors for their respective updates.

Cultural Sector Update

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		S(7)(f)(i) LGOIMA 1987
Confirm	ed as a	true and correct record of the meeting of 27 October 2021:
Chair		Date



# **Auckland Unlimited Annual Highlights**

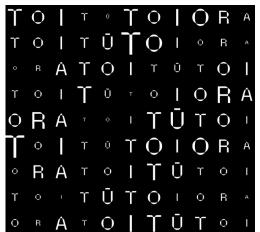
- ATEED-RFA Merger to Auckland Unlimited: Enriching cultural and economic life in Tāmaki Makaurau.
- 36th America's Cup: successful delivery in challenging circumstances. Global audience.
- Support to SMEs: \$19m of NZTE capability and Covid-19 vouchers allocated.
- **Investment attraction:** \$438.7m into Auckland including screen attraction.
- Auckland's Future, Now: August 2020 and May 2021.
   Collaborating with business on Auckland's recovery.
- Aotea Centre: first significant refurbishment in 30 years ongoing.
- **Toi Tū Toi Ora:** largest exhibition in Art Gallery history with record breaking attendance.
- NZ Maritime Museum: Edmiston Gallery refurbishment and online collection portal.
- Auckland Zoo: Orangutans accessed their high canopy aerial pathways. Tiger habitat under construction.











# **Auckland Unlimited Year End Financial Performance**



The \$27.2m favourable variance reflects the receipt of unbudgeted grants, delayed programmes expenditure and cost reductions

The capital programme is below budget due to COVID-19 delays

	Year end Actual (\$m)	Year end Budget (\$m)	Actual vs Budget (\$m)
Capital delivery	46.4	50.3	(3.9)
Direct revenue	81.7	66.4	15.3
Direct expenditure	168.5	180.4	11.9
Net direct expenditure	86.8	114.0	27.2

# **Auckland Unlimited KPI Performance Summary**



### Across 22 KPIs

- 17 have been met
- 5 have not been met

## Highlights:

- 7,357 businesses supported (665 Māori businesses)
- NPS of Trust audiences +53 against a target of +20
- 127 programmes contributing to visibility and presence of Māori
- 77% diversion of landfill waste across delivered events

## Five KPIs not met, all as a result of Covid:

- Cancelled or postponed events
- Reduced visitation due to lockdowns
- Impact on construction activity





# **Key Performance Indicators**

Key performance indicators	Annual result (2019/2020)	Annual result (2020/2021)	Annual target (2020/2021)	Status
The number of people who experience Regional Facilities Auckland's arts, environment and sports venues and events	2,790,600	1,860,976	2,400,000	Not met
The net promoter score for Auckland Unlimited's audiences and participants	45	53	20	Met
Percentage of Auckland residents surveyed who consider that Auckland Unlimited programmes, events and exhibition enrich their lives	73%	75%	70%	Met
Number of people experiencing Auckland Unlimited's free or subsidised programmes, events and exhibitions	Not measured	1,169,748	Baseline to be set	Met
Number of people who experience Auckland Unlimited's outreach programmes	Not measured	1,808	Baseline to be set	Met
Auckland Unlimited website and social media following (number of visits/followers)	Not measured	3,140,297	Baseline to be set	Met
Number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau	44	127	18	Met
Number of school children who attend Auckland Unlimited's schools programmes	Not measured	103,995	Baseline to be set	Met
Value of capital improvements to Auckland Unlimited venues	\$75.9m	\$48.0m	\$50.3m	Not met
Number of staff hours on conservation activities at Auckland Art Gallery, Auckland Zoo and NZMM	Not measured	18,106	Baseline to be set	Met
Percentage of operating costs funded through non-rates revenues	52%	50%	42%	Met



# **Key Performance Indicators (continued)**

Key performance indicators	Annual result (2019/2020)	Annual result (2020/2021)	Annual target (2020/2021)	Status
Value of central government investment into Auckland facilitated by Auckland Unlimited	Not measured	\$86.8m	\$20m	Met
Attributable value of private sector investment secured over the year	\$447.4m	\$438.7m	\$100m	Met
The contribution to regional GDP from major events and business events attracted or supported (LTP measure)	\$33.7m	\$14.3m	\$66.5m - original \$25m - revised	Not met
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention	4,315	7,162	3,000	Met
Customer satisfaction of customers, partners and stakeholders who have interacted with Auckland Unlimited	95%	88%	85%	Met
Number of visitor nights resulting from an Auckland Unlimited intervention (LTP measure)	244,249	99,037	435,000 – original 125,000 - revised	Not met
Uptake of Auckland Play-Book and associated brand assets from aucklandnz.com brand hub	6,313	14,562	Baseline to be set	Met
Number of Māori businesses that have been through an Auckland Unlimited programme or benefitted from an Auckland Unlimited intervention	333	604	120	Met
Auckland Unlimited delivered events (Diwali, Lantern, Pasifika and Tāmaki Herenga Waka Festivals)				
Diversion of landfill waste     No. events achieve Carbon Zero	76% Not measured	77% 0/4	70% 1/4	Met Not met
Carbon emission reductions (year-on-year % change)	Not measured	10.8%	Baseline to be set	Met

# **Auckland Unlimited Annual Reports**

The final Regional Facilities
Auckland Annual Report for the
period ending 30 June 2021 has
been published and is available on
the Auckland Unlimited website
here:

https://aucklandunlimited.com/au l-annual-reports

The final Auckland Unlimited Limited Annual Report for the period ending 30 June 2021 will also be available on the Auckland Unlimited website shortly.







# **Ngā mihi** Thank you



# **Chief Executive Report**

Report to Board of Auckland Unlimited - 24 November 2021

	S7(2)(f)(i),(g) LGOIMA 1987
he move to vacci rganisation.	nate and open-up Auckland under the traffic light system is the principal focus of the
rganisadon.	
at different setting scenarios.	Other key challenges include developing an understanding of the restrictions so under the new framework and applying these to our business and planning for different
s discussed at th	e Board last month, we continue to play a key role in supporting Auckland respond to the ndemic. The Business Support team in the Investment and Industry Rōpū have done a
	stand up the Activate Auckland platform to deliver \$60M of support to SMEs with our
	Auckland Chamber, which went live on Wednesday 17 November just three weeks after the uncement.
Government anno  The Board met wit	S7(2)(f)(i) LGOIMA 1987 th the Mana Whenua Forum on 2 November to introduce themselves and establish a
Government anno The Board met wit relationship at a g	uncement.  S7(2)(f)(i) LGOIMA 1987
Government anno The Board met wit relationship at a g future of the Te Ho the Mana Whenua	s7(2)(f)(i) LGOIMA 1987  th the Mana Whenua Forum on 2 November to introduce themselves and establish a overnance level. The meeting identified some immediate issues to address, including the erenga Waka festival and advancing the business case for a Cultural Centre. A meeting with a Forum on the future of the festival has been scheduled on 7 December, while funding for
The Board met wit relationship at a g future of the Te He the Mana Whenua the business case	s7(2)(f)(i) LGOIMA 1987  th the Mana Whenua Forum on 2 November to introduce themselves and establish a overnance level. The meeting identified some immediate issues to address, including the erenga Waka festival and advancing the business case for a Cultural Centre. A meeting with
The Board met wit relationship at a g future of the Te He the Mana Whenua the business case the new year. Finally, this contin	S7(2)(f)(i) LGOIMA 1987  The Mana Whenua Forum on 2 November to introduce themselves and establish a overnance level. The meeting identified some immediate issues to address, including the erenga Waka festival and advancing the business case for a Cultural Centre. A meeting with a Forum on the future of the festival has been scheduled on 7 December, while funding for work has also been confirmed. The next meeting at a governance level will be arranged in uses to be a very challenging operating environment as we adapt to the impact of COVID on
The Board met wit relationship at a gruture of the Te Hothe Mana Whenuache business case the new year. Finally, this continue the business, while preganisation continuers.	S7(2)(f)(i) LGOIMA 1987  th the Mana Whenua Forum on 2 November to introduce themselves and establish a overnance level. The meeting identified some immediate issues to address, including the erenga Waka festival and advancing the business case for a Cultural Centre. A meeting with a Forum on the future of the festival has been scheduled on 7 December, while funding for work has also been confirmed. The next meeting at a governance level will be arranged in

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





# 2. Strategic Projects On Track





Issues – mitigations in place

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At risk - action required

Project	Update	Next Steps	Status
Screen Revenue: Generating activity to address the revenue shortfall left by the withdrawal of the Amazon Studios TV production.	Project team underway with marketing and communications strategy to support screen attraction in 2022.	S7(2)(f)(i) LGOIMA 1987	
Accelerate Auckland: A 20- year vision for Auckland S7(2)(f)(i) LGOIMA 1987	Draft under review and broader engagement with CCO CEs & Chairs.	Engagement with elected members and comms planning. Scoping phase 2.	
Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.		S7(2)(f)(i) LGOIMA 1987	
S7(2)(f)(i),(g) LGOIMA 1987	Court of Appeal has overturned High Court decision on APTR.	Council considering legal options on APTR post Court of Appeal decision. S7(2)(f)(i) LGOIMA	1987
Single Stadium Operator: Responding to CCO Review recommendation.	Work has progressed into phase 3 of the programme including deeper dive into critical areas such as financials, structure and asset management.	An update is planned for the CCO OC at a workshop in December.	1987
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Separate board update item scheduled.	Council decision on leadership of City Centre Transformation programme led by Eke Panuku (November).	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.		S7(2)(f)(i),(h),(i) LGOIMA 1987	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.		S7(2)(f)(i) LGOIMA	1987
AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved.	Decision on venue for AC37 deferred to March 2022.	

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



# 3. Delivering on the Statement of Intent

## Cultural Organisations Ropū

SOI Programmes	Update
Business unit overview: Auckland Art Gallery, NZ Maritime Museum, Stadiums and Auckland Zoo	<ul> <li>Level 3.2 reopening preparations and training complete, with all venues well positioned to open responsibly. Maritime Museum and zoo leading the way on re-opening to the public, zoo on 11/11, maritime on 12/11 and gallery on 15/11. Opening at reduced capacities for the zoo in line with operational restrictions.</li> <li>Planning for transition to traffic lights system and the introduction of vaccination certificate requirements.</li> <li>S7(2)(f)(i) LGOIMA 1987</li> <li>Libraries and community centres remain closed for now. S7(2)(f)(i) LGOIMA 1987</li> <li>AUL venue closures have allowed the acceleration of some construction and maintenance</li> </ul>
Auckland Art Gallery	<ul> <li>activities, including at the Maritime Museum, Art Gallery and Auckland Stadium sites. The long running Aotea Centre project will complete in November.</li> <li>Readying for reopening including staff training and media engagements.</li> <li>Final touches on the installation of the Manpower exhibition and the Ugo Rondinone commission installation in atrium are being completed in readiness for reopening in the week of 15 November and the first Friday late on 19 November.</li> <li>Mary Quant exhibition installation commenced for 10 December opening.</li> </ul>
Auckland Zoo	Toi Tu Toi Ora catalogue going to print; November Art Toi being finalised. S7(2)(f)(i) LGOIMA 18     Collection conservation, photography, archives and publishing projects continuing.  S7(2)(f)(i) LGOIMA 1987  The zee has represed to Appual Page holders, with limited attendance because of level 3.2.2.
Adenialid 200	<ul> <li>The zoo has reopened to Annual Pass holders, with limited attendance because of level 3.2 requirements and current site constraints. General Admission tickets should go back on sale towards the end of November.</li> <li>Limited number of free daily community tickets will be made available. The zoo is working with various charities, front line organisations and community groups to distribute these.</li> </ul>
Auckland Stadiums	<ul> <li>S7(2)(f)(i) LGOIMA 1987</li> <li>Mt Smart being used for three-day Mega Vax Pacific vaccination event on 12-14 November. Pasifika-friendly event that will materially contribute towards the targeted 90% fully vaccinated.</li> <li>Nitro Circus's 'You Got This' tour is now on sale for the Saturday 5 February 2022 at Mt Smart Stadium.</li> <li>Justin Bieber concert at Mt Smart Stadium, scheduled for December 2022, announced Tuesday 16 November. Shaping to be a very busy 2022/23 summer international concert season at Mt Smart.</li> </ul>
NZ Maritime Museum	Work proceeding well on the NZMM Masterplan, with a draft of our investment logic map and comms plan imminent.

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





	Forwa     intern	rd exhibition	schedule hats for feed!	y on hold pending a drop to the Covid Protection Frances reached the next stage of approval, with distribution back and budgeting. Finalising this programme will popers.	on to
Cultural Sector Partnerships					
Property	prior t  Auckla the Su compl 2021 cost.	o Christmas. and Zoo Souti immer Holida etion of overa to April 2022	Interviews the ast Asia Juys, including all constructions to due to residue t	S7(2)(f)(i),(h),(i) LG and 2 x new Project Managers have been appointed a for new Head of Facilities are underway. Iungle Track – key elements are on track to be delive g the new central lake boardwalk and tiger habitats, tion completion has now been delayed from Nov trictions on activity and materials. Associated increase e construction work is proceeding well and on schedule.	and start red for but se in
Security			major onore	S7(2)(f)(i) LGOIM	Ç.
Total Visitation	Actual October 21	Budget Sep 21	Variance	Comment	Status
Art Gallery	NA	30,000	NA	Auckland's move to Alert Level 4 on 18 August	
NZMM	NA	5440	NA	closed the venues to the public. The closures	
Stadiums	NA	10,661	NA	remained in place under Alert Level 3 stage 1.	
Z00	NA	58,210	NA	Venues are re-opening at reduced capacity.	
Total	NA	104,311	NA		

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



## Arts, Entertainment and Events Rōpū

SOI Programmes	Update
Business unit overview	<ul> <li>S7(2)(f)(i),(h),(i) LGOIMA 1987</li> <li>A consolidated event programming across the AEE and Cultural Organisations Röpūs is being developed in support of the Auckland Is Calling project.</li> <li>An initial framework to consolidate existing Auckland Live, Conventions, ACB and Major Events programmes into one digital calendar is underway, including a scope for extension to Cultural Organisations, relevant CCOs and Council, and external providers.</li> </ul>
Auckland Live	<ul> <li>Cancellations at the end of October: the lost events for the period totals 173 events and 264,000 in attendances. Forecast assumptions for Nov/Dec of remaining events in play assume 80% of ticketed events will cancel due to a range of factors including lack of time in market to reach potential sales and inability to rehearse and build events infrastructure due to current lockdown limitations.</li> <li>The January period is also looking significantly quiet, as we await confirmation of the new traffic light framework in practice. A number of presenters have indicated that it is too late to go to market and many are looking to February onwards to present their work.</li> <li>Across all venues between August and December 2021, Auckland Live will have lost 235 events totalling about 300,000 attendances. That is 59% of the total events in our venues and 74% of forecast attendances.</li> <li>Use picks up from February 2022 with significant pressure on venue availability as we move projects to Q4 where presenters feel most confident to take risk.</li> <li>No events in Auckland Live venues are eligible for the new events insurance scheme announced by the Government, largely due to the attendance requirements.</li> <li>The Stetson Group exhibition was announced and went on sale, generating an overwhelming response from patrons on Auckland Live social media channels; to date, 1600 tickets have been sold.</li> </ul>
	S7(2)(f)(i),(h),(i) LGOIMA 1987
Auckland Conventions	<ul> <li>Prior to lockdown, Auckland Conventions looked to deliver 20% over the budgeted events revenue for October this year. Of the original October events, 22 have cancelled, 16 have postponed and are looking to reschedule immediately, and 2 went ahead. Of the 22 that cancelled, a sizeable portion have opted to keep credit held on file, which will be used to re-book later when business resumes</li> <li>APEC SUMMIT – delivered in venue at the beginning of November. The team did a massive job of turning the event from an Alert Level 1 event for 1700 people to fully digital working under Level 3 restrictions.</li> <li>Off the back of the APEC event, the team will move onto the TVNZ Roadshow – this is a significant annual round up for the organisation. We were expecting 800 attendees for this, which is now fully digital.</li> <li>Secured a further digital focussed booking from TVNZ client for the Kiri Te Kanawa stage – for Xero and is an update to all members.</li> </ul>



Major Events  S7(2)(f)(i) LGOIMA 1987	<ul> <li>The Ocean Race has announced Auckland will not be included in the 2022/23 course due to Covid restrictions.</li> <li>Rally New Zealand has been confirmed on the 2022 FIA World Rally Championship calendar, with the event to be hosted in Auckland in September-October 2022.</li> <li>The confirmation of the FIFA match schedule has been delayed – expected announcement by 19 November.</li> <li>The Auckland Diwali festival was delivered as an online digital celebration generating strong engagement with a revised digital platform.</li> <li>The event insurance scheme will apply to key summer events including Six60, LAB, and Lorde concerts, and Auckland Marathon.</li> <li>Pasifika and Lantern festivals planning continues for delivery under the CVC framework.</li> </ul>				
Auckland Convention Bureau	Auckland generate 8 Six of thes and two w A total of 1 These even	with a forecast tot 3460 visitor night e events have be ere lead referrals .1 bids were subm nts, if successful	tal estimated its from a total of sen confirmed from the confirmed from the confirmed in October 19 brought to A	eived 25 new pieces of potential impact value of \$3.1m. They have the of 26,760 attendees. For Auckland, 17 are in progress or per for events to be held between 2020 Auckland, would be expected to ger ore than 19,000 visitor nights.	e potential to ending result 22 and 2026.
KPIs	Actual YTD	Budget YTD	Variance	Comment	Status
				S7(2)(f)(i) LGOIMA 1987	
Number of Events	174	307	-133		
				S7(2)(f)(i) LGOIMA 1987	
Total Attendance	171,321	252,383	-81,062		

## Investment and Industry Ropū

SOI Programmes	Update
Investment Attraction  Activate Tāmaki Makaurau (Auckland business support)	The AFS project is underway; Building 11 is demolished and Building 9 is coming down.
	S7(2)(f)(i) LGOIMA 1987
	Following a paper to Minister Nash by an Auckland business leaders group, a substantive package of business support was announced by the Government on 22 October. AUL will lead the \$60m business support package, which is a collaborative response from the business and industry organisations. The project team has been put in place and programme design is underway. The programme is called Activate Tāmaki Makaurau and soft launch of the website on 17 November, and business registrations on 1 December.

<sup>6 |</sup> Chief Executive Report



Dueinese	MBIE has confirmed that the current RBP contract with Auckland Unlimited (and all other
Business, Innovation and	partners around NZ) is extended from 31 March 2022 to 30 June 2022. This extension
Support	covers RBP funded staff costs.
	A Callaghan Innovation Grants moratorium remains on new R&D grant applications –
	the team is managing customer enquiries and supporting RDTI enquiries.
	BAU RBP activity has been scaled down to allow for the delivery of Activate Tāmaki
	Makaurau.
	The SOI deliverable to refresh the narrative and digital platform for GridAKL is now
	complete. <u>www.gridakl.com</u> .
	<ul> <li>Engagement is underway with Auckland Tech Leaders, and Government taskforce (MBIE, Callaghan Innovation, NZTE) to commence implementation of Go Hard On Tech Strategy.</li> </ul>
	A draft Innovation Precincts Strategy 2022-24 is complete, including a proposed
	Henderson Creative Precinct.
	S7(2)(f)(i),(h),(i) LGOIMA 1987
Skills and	Project Ikuna – Auckland Unlimited delivery of the Auckland Pacific Skills Shift (MBIE)
Workforce	10 Auckland employers are running the micro credential programme in Oct/Nov
	o 91 Pacific individuals are completing micro credential programme Oct/Nov
	Quarter 1, 2021-22 reporting completed and accepted by MBIE.  The team have met with all Legal heards who are charing their direction setting to inform
Local Economic Development	<ul> <li>The team have met with all Local boards who are sharing their direction setting to inform the local board-funded work programme for 2022.</li> </ul>
Tourism	Auckland is Calling: Consumer marketing activity continues to be developed in readiness
	for activation. Campaign activity targeting locals will start late November – this was work
	being developed in conjunction with Council and local business associations. Domestic
	campaign activity has been delayed again due to current lockdown levels but we plan to
	run a short campaign pre-Christmas and then again from mid-January.
S7(2)(f)(i) LGOIMA 1	Promotion of events, visitor experiences across Auckland, hospitality and accommodation
	will be included in advertising.
	The Go with Workforce Wānanga took place online on November 17/18. This event brings
	together great minds from across the tourism and hospitality industry, associations,
	unions, educators, and local/central government to unify our voices and develop
	actionable solutions to improve and build our workforce. This work will feed directly into
	the government's Tourism Industry Transformation Plan, announced by the Government at
	the wananga. Minster Nash and the three co-chairs will be in attendance, and two action
	plans will be developed to be released this year and early next year.
S7(2)(f)(i) LGOIMA 19	87
-, (=)(.,(.,) EGOIIIII 1.	
	A Regional Destination Management plan for Matakana has begun. Plans for Waiheke
	Island and Aotea Great Barrier Island are in the final stages of completion; however, the
	current lockdown has delayed critical consultation.
Low Carbon	AUL's first Climate Change and Sustainability report will be published before the end of  November. The report highlights the angeing work on cornerate sustainability and the
Economy and Climate Response	November. The report highlights the ongoing work on corporate sustainability and the organisation's contribution to Te Tāruke-ā-Tāwhiri:Auckland's Climate Plan for FY20/21.
ciimate response	
	Task Force on Climate-related Financial Disclosure (TCFD): We received the final TCFD gap assessment report from AECOM. The team presented to the Risk Committee, with a
	series of recommendations to ensure the organisation will be ready for mandatory TCFD
	reporting by 2023. All of the recommendations were endorsed by the committee.
	Specifical designation and the committee of the committee.

<sup>7 |</sup> Chief Executive Report





KPIs	Last month	This month	Comment	Status
Screen Attraction Enquiries	S7(2)(f)(i),(h),(	i) LGOIMA 1987		
RBP R&D Grants	26 grants totalling \$670,779	6 grants totalling \$427,329	YTD 53 Grants @ \$1.61m - moratorium in place on grants so expect these numbers to decline.	
RBP Business Capability/Tourism Transition Funding	\$488,239	\$340,255	Annual funding is running low and KPIs sit well above target. NPS=+70. Demand rose sharply following government announcement of \$60m package with 625 registrations in October. YTD Funding issued = \$2.14m	
RBP Māori/ Pasifika businesses	26/26	13/14	Note: Self-identified YTD 99/88	

## Māori Outcomes Ropū

SOI Programmes	Update
Te Matatini	<ul> <li>A decision was made at the end of October to move the festival to February 2023 (from February 2022) due to the uncertainty around COVID-19 lockdowns. This will allow participating teams to have the mandatory time required to practice, and also increases the possibility of the Australian teams being able to participate (subject to border restrictions). The festival will take place in Auckland in 2023. Planning is underway, with a reforecast of MOSG funding and also leverage and legacy opportunities for the festival and kapa haka.</li> </ul>
Tāmaki Herenga Waka Festival 2022	An invitation from AUL to the sub-committee Te Pou Ohanga of the Mana Whenua Forum for an externally facilitated workshop on the future vision and governance approach has been accepted. Facilitators will run the forum members through a 2-hour workshop
Māori Outcomes Programmes	S7(2)(f)(i) LGOIMA 1987
AUL Māori Outcomes Plan	• The M\u00e4ori Outcomes Plan has collated the achievements from the legacy plans of ATEED and RFA and identified initiatives underway. The plan supports an effort over the next 3 years for each r\u00f6p\u00fc 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.
	S7(2)(f)(i) LGOIMA 1987
Whāriki Māori Business Network	
	S7(2)(f)(i),(h),(i) LGOIMA 1987

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



Economic Development	<ul> <li>Feedback from a series of 1:1 meetings with rangatira of mana whenua commenced with the Māori Outcomes Director. Four groups have identified that an engagement plan in support of identifying where the opportunities are for mana whenua to work with AUL for economic and cultural wellbeing is a priority.</li> <li>The IMSB is also seeking evidence of a formal commitment to a Māori Economic</li> </ul>
	Development Action Plan that reflects support for Māori business and communities. This should be explored in the next 2 quarters.

# 4. Corporate

## **Marketing and Communications**

Workstreams	Update
Brand	The 'Region of Wairuatanga' Auckland Place Brand video and photography shoot aims to commence pre-Christmas subject to permitting and vaccination regulations.
Marketing	<ul> <li>The Auckland Council Group continues to mahitahi on the aligned 'Auckland is Calling' campaign to reactivate Tāmaki Makaurau for the festive season.</li> <li>Marcomms for the \$60m Auckland Business Support Package, Screen Auckland, Invest Auckland and the Pacific Skills Shift initiative are in progress.</li> <li>High profile 2022 events and major presenter seasons were announced including Royal NZ Ballet, Auckland Arts Festival, NZ Opera and APO seasons, generating customer engagement and sales.</li> <li>\$7(2)(f)(i),(h),(i) LGOIMA 1987</li> <li>Vacancies in the AUL marketing, digital and sponsorship community continue to stretch existing resources and upward pressure on remuneration persists.</li> </ul>
Communications	<ul> <li>The Communications transformation consultation is complete and takes effect Monday 15 November, vacancies are being recruited for.</li> <li>AUL continues to work with a sub-group of the Industry Leader's Group to shift the narrative of Auckland from 'Covid-city' to desirable place to enjoy attractions and experiences and visit when possible.</li> <li>Key internal communications for September included: regular Incident Management Team communications to all staff and consultation on proposed mandatory vaccination for all staff.</li> <li>Communications plans have commenced for 'Rethinking Auckland', Maritime Museum Masterplan, and the Māori Outcomes Plan.</li> </ul>
Media	<ul> <li>Key external communications and media coverage for October relating to AUL's work included:         <ul> <li>the impact on businesses of Auckland's continued lockdown, particularly financial and mental impacts and MIQ.</li> <li>Auckland recognised as the best city to travel to next year in Lonely Planet's Best of Travel 2022 generating more than 150 pieces of media coverage.</li> <li>As well as stories of event cancellations and postponements, favourable event stories included Auckland to host 2022 World Rally Championship in September/October 2022, and the Auckland Diwali Festival moving celebrations online for the 20 days leading up to the official observance of Diwali on 4 November.</li> </ul> </li> </ul>
External Relations	<ul> <li>External Relations Strategy nearing completion</li> <li>Drafting of the AUL Government Relations Strategy continues.</li> <li>Both have a target completion date of pre-Christmas 2021.</li> </ul>
LGOIMAs	The full <u>LGOIMA Register Report</u> can be found in the Resource Centre.

<sup>9 |</sup> Chief Executive Report





KPIs	Last month	This month	Comment	Status
Page views of brand home	978	544	No brand campaigns in market this month and brand theme videos offline while relicensed.	
Download of brand assets	1,276	1,283	Downloads of video and photography remain steady despite no brand campaigns or new assets.	
Pieces of media coverage mentioning AUL	84	105	This coverage had a cumulative potential reach of 3,643,215 and an ASR of NZ\$1.58m.	

## People

Workstreams	Update	Update			
Wellbeing		those who	to be monitored. Additional resilience workshops being add wish to have access to St John's Mental Health wellbeing is r		
			S7(2)(f)(i) LGOIMA 1987		
Recruitment	<ul> <li>CFCSO recruitment process continues</li> <li>Wider recruitment market continues to be challenging.</li> <li>Head of Health &amp; Safety and GM Security roles both active in the market (interviewin November).</li> <li>Overall attrition figure available is 16% - comparable with 2019 levels.</li> </ul>				
Remuneration				LGOIMA 198	
Metrics	September	October	Comment	Status	
Engagement (Officevibe)	7.1	7.2	Engagement remains consistent at 7.2. Continuing to monitor both the result and the feedback comments for		
Participation in Officevibe	64%	60%	trends.		

## **Health and Safety**

Workstreams	Update
H&S Committees	<ul> <li>In October, NZ Maritime Museum, Stadiums, Auckland Zoo and Victoria Street held H&amp;S committee meetings. Note because of COVID-19 lockdown the number of meetings held this month was down on previous months.</li> </ul>
Policy & Process	The review of all H&S forms and guidance documents to cover the merged Auckland     Unlimited is almost complete. Several documents require further consultation with the     business. The roll out of the new documents will take place when the H&S page on Ako (the     AUL intranet) is complete (prior to the end of 2021) unless a need is identified beforehand.
Safe 365	• The H&S Business Partners continue to work with the ropū/Cultural Organisations on ways to continuously develop the safety culture and achieve better standards of H&S identified by the Safe365 audits. There has been a "re-set" of the baselines to align to the new ropū as the new structures are confirmed. As reported to the November Risk Committee the next Safe365 report will be presented to the Risk Committee and Board at the end of Q2 at the earliest, delayed by the lockdowns. A survey will be sent to the ropū in early 2022 to assist with identifying training needs as well as the delayed IMPAC facilitated H&S workshop for the Board and ELT.

<sup>10 |</sup> Chief Executive Report



Recruitment	delayed The dep new He • The two	delayed until early 2022. The Risk & Assurance Team reporting to FCS has been confirmed. The departure in December of the GM Risk, Safety & Assurance means that recruitment of a new Head of Health & Safety has started.			
Health & Safety Report	The full	The full <u>Health and Safety Report</u> can be found in the Resource Centre <u>here</u> .			
Incidents	Last month	This month	Comment	Status	
Minor staff incidents	2	0	A contractor working at the Aotea Centre fell from a ladder and injured his ankle. The incident was notified to		
Lost time incidents	0	1 (Contractor)	WorkSafe as a courtesy. At of the time of writing, WorkSafe has not indicated it wishes to investigate the incident further (Further detail in the full H & S Report).		

## Digital

Workstreams	Update					
Shared Services (with Transformation)		S7(2)(f)(i),(h),(i) LGOIMA 1987				
Cybersecurity Strategy and Governance	100					
Digital Roadmap	the accel	The recruitment of both the Head of Architecture and Head of Digital Products will enable the acceleration of the alignment of the former RFA and former ATEED digital landscape, the extent of duplication of applications and platforms, and options that we have to rationalise in the areas of the CRM and web stack.				
Digital Auckland (with Marketing)	technical we will go • This will b	technical architecture and platform for the solution, more detailed definition of the product we will go to market with and also development of a business case.				
Team capability and capacity	creating delivering					
Connected Commerce Project	Gallery advancement and membership project delivery has moved into User Acceptance testing and training ahead of a launch date of 30 November to better align with the opening of the Gallery. This is a pivotal piece of work which forms the foundation of the ticketing and CRM capability for the Cultural Organisations and Digital Auckland Hub.					
KPIs	Actual	Target	Comment	Status		
Cybersecurity posture	<b>1</b> .3	3.0	The score has not changed, as we only reassess the NIST framework on a 3 monthly basis (planned for later this month).			
'Lights on' system availability	99.57%	99.9%	Payment outage on the Gallery online shop due to incorrect merchant entry by Paypal. Planned Salesforce outage due to Global release, unplanned outage in Cloud NFP instance.			

<sup>11 |</sup> Chief Executive Report



Customer services	19 days	10 days	There are a significant number of tickets which cannot be resolved whilst we are still working remotely under level 3.	
Project delivery	60%	85%	Measurement – on time and within budget. Remote working and prioritisation of reopening our venues is impacting the delivery of projects.	

## **Finance and Corporate Services**

Workstreams	Update
Finance	<ul> <li>S7(2)(f)(i) LGOIMA 1987</li> <li>The company financial performance is favourable to date in terms of cost to council however this has been impacted primarily by timing differences between grant receipts and expenditures. Forecast for the full year is within budgeted council funding cost but with significant swings to reflect the income and grants from the Activate Tāmaki Makaurau business support package of \$50m and timing differences in expenditures.</li> </ul>
Risk	Risk workshop delayed due to lockdown.
Planning	<ul> <li>FY22 Business Plan completed.</li> <li>FY23 Annual Plan impacts reviewed by Board at September meeting have been provided to Council. Mayoral proposal for FY23 Annual Plan expected mid-December. Work on a bottom-up view on FY23 has commenced.</li> </ul>
Reporting	S7(2)(f)(i) LGOIMA 1987
Procurement	Single cross organisation procurement process implemented with good progress being made.
Organisation Design	S7(2)(f)(i) LGOIMA 1987
AFS Property Review	Report received. Separate report on agenda.
Board Intern	<ul> <li>Jenny Solomon has been appointed as the new Auckland Unlimited Board Intern. Jenny currently holds 3 governance positions:         <ul> <li>Deputy Chair for Auckland Council's Māori and Pasifika Trades Training (MPTT) Initiative.</li> <li>Trustee of the Board (Te Koruru) for Literacy Aotearoa Charitable Trust.</li> <li>Trustee of Celestielle – supporting rangatahi in Nelson to increase their global awareness and opportunities through funded educational overseas travel.</li> </ul> </li> <li>The internship will run from January 2022 to the end of June 2023. S7(2)(a),(f)(i) LGOIMA 1987</li> </ul>
Resource Centre Reports	Financial Performance Report     Current Operational Risks Report     Capital Programme Report



# 5. Transformation Programme

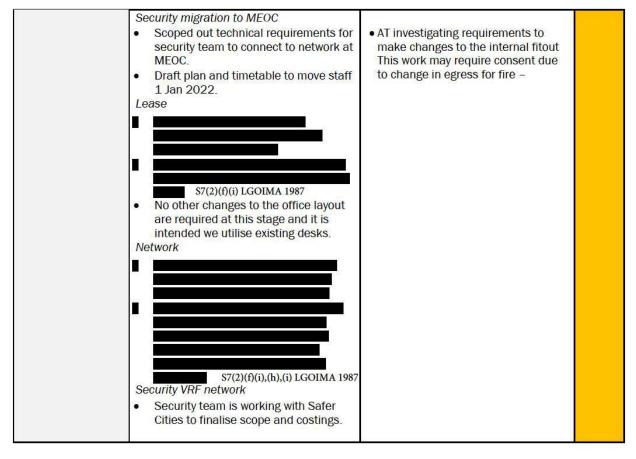
Key Workstreams (Q1/Q2)	Update	Next Steps	Status
Programme Development	Funding for the 54 projects prioritised by ELT to Accelerate or Maintain has been compiled with Finance.      S7(2)(f)(i) LGOIMA 1987	<ul> <li>Finance carrying out a full reconciliation of what funding to date has been spent on projects and also reviewing the level of funding remaining that is yet to be allocated, if any.</li> <li>Meeting with CE and Finance to review status of above and implications on FY22.</li> <li>PMO has developed methodology and is ready to scope every project prioritised to proceed. This will embed good project management practice and help balance workload for ICT and Marcoms</li> </ul>	
	Workforce Planning review     (Humanforce software). The business has decided to place project planning activity on hold as it requires significant changes following engagement across all stakeholders.      Content driven city-wide programming:	The intent is to revisit its potential recommencement in late January 2022.  Project will kick-off with process	
	New Director of AEE now in place and project can now proceed	mapping of current state.  Resource allocated by PMO.	
TOM people structure changes	Completion of re-organisation deferred to March/April 2022 as previously reported.      I&I have completed their future state organisation chart and started consultation process with staff.		
РМО	Building capability  PMO charter, website in Tupu, templates and tooling developed Building team  90 CVs scanned and candidates shortlisted and interviewed for PM, Project coordinator and BA roles.  2 PMs identified and gone through second interview. No suitable project coordinator or BA identified.  4 interns selected. One started 8 Nov, remaining three will start 29 Nov.  Resource from I&I seconded to C&T to own and drive Microsoft Project Online (MPO). Building on work done to date in I&I, Asset Management and ICT.	<ul> <li>Move to offer for 2 PMs</li> <li>Relaunch search for project coordinator and BA</li> <li>Onboard interns</li> <li>Launch MS project online initiative.</li> </ul>	





Ways of working	<ul> <li>MS Teams adoption progressing to plan. Five training modules developed and tested with 2 shared functions.</li> <li>Plan is to now proceed with training project champions on 17 Nov.</li> </ul>	May need to shift the timing of Essential Teams Training virtual class for all staff scheduled for 23, 25 & 30 November now coincides with Covid Alert Level 3	
Accommodation.	Interim Consolidation of Queen Street staff into Vic Street.  • Final proposed layout for Vic St will add 48 new work points and 12 work points. But the move is at risk unless connectivity issues can be resolved with AC for former RFA staff to access their applications when based in Vic St.  • Scoped out with ICT technical challenges for configuration of laptops and connectivity at Vic St for additional staff.	3 options to resolve connectivity for staff to operate at Vic St will be put to AC:     i. Council to review and approve RFA build in order to allow devices to connect to the AKLC Corp including access to internet. Noting that this has been implemented in the past using VRF to maintain security.      ii. AU to provide a list of users requiring access, those relocating from Queen St premises, and Council to allow those users to connect to AKLC Corp through reconfiguration of firewall settings.      iii. Queen St staff relocating to Vic St connect to the AKLC Guest WiFi network using RFA build devices.      Develop detail migration plan and schedule.	
S7(2)(a),(f)(i) LGOIMA 1	Permanent and long-term solution for staff relocation  have completed their strategic analysis of the office options  2 Options out of 5 have the most merit on initial review but both would need more discussion/discovery around what is possible	Present to ELT for review and guidance.	







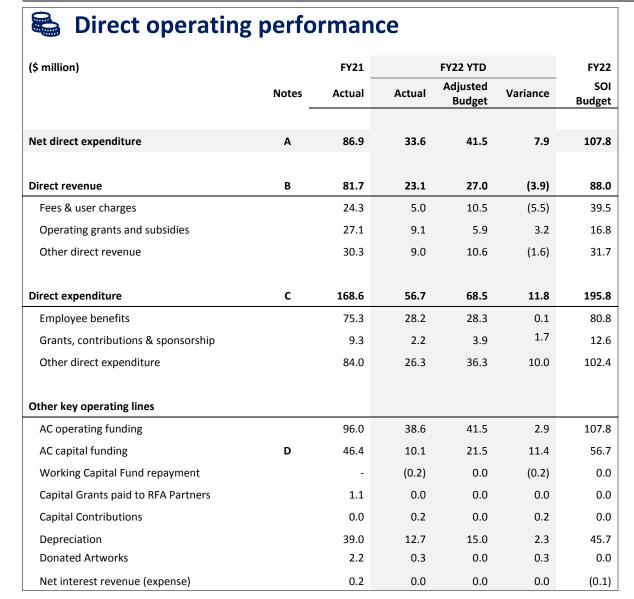
# **Appendix 1: Cybersecurity Dashboard**

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

# Auckland Unlimited – Financials

For the period ending 31 October 2021

## **Consolidated Auckland Unlimited Financials**





## Financial Commentary

**A:** The favourable variance is due to changes in the timing of planned expenditure in response to the lockdown driven adverse revenue result and ongoing uncertainties re future revenues.

**B:** Direct Revenue is adverse due to a reduction in visitor and event revenues resulting from the COVID lockdowns. Wage subsidy receipts in the Trust lead a favourable grants and subsidies result.

**C:** Direct expenditure is favourable due to, changes in programme timing as a result of Trans-Tasman border restrictions and resurgence of COVID domestically, delays in implementation of the organisational design/target operating model and further cost controls during lockdown.

**D:** The capital programme is below budget with significant programmes in the planning stage and the COVID lockdown stopping work at Level 4 and operational constraints impacting in Level 3.

#### Outlook:

Covid lockdowns will continue to have further revenue impact over the months to come as Auckland moves through the Level 3 phases and into the traffic light system where impacts will continue to be felt. Cost controls will partially mitigate revenue impacts.

We continue to assess the implications of the phases of Level 3 on Auckland Unlimited and are deep into planning for the COVID traffic light system requirements ahead of the upcoming implementation.

The budget anticipated a fully open Trans-Tasman border from January 2022.

Due to the border uncertainty a major tenant of Mt Smart Stadium has published their intent to base themselves in Queensland which will impact on stadiums revenue, additionally a significant New Zealand artist has postponed their Australasian concert tour which had included Western Springs Stadium.

FY22 will see the merger of Auckland Unlimited progressing further as the optimal structures are implemented.