Board Meeting Agenda (Public)



9.00 a.m. Wednesday 25 August 2021

Microsoft Teams Meeting

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	Confidential Minutes 28 July 2021, Public Minutes 28 July 2021 and Action Tracker ¹	To Approve	T&C		
3	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C		
SIGNI	FICANT STRATEGIC MATTERS				
4	2	To Discuss	T&C	9.05 a.m.	55 mins
5	Auckland Creative Quarter ³	To Discuss	T&C]	
AUCK	LAND UNLIMITED AND DESTINATION COMMIT	TEE JOINT MEETII	NG		
6	Board and Destination Committee Joint Quarterly Meeting	To Discuss	С	10.00 a.m.	1 hour
	 Destination Committee Report ³ Major and Business Events Update ⁴ Funding Destination Marketing 	To Recommend			
CE RE	EPORT AND PERFORMANCE REPORTING		•	•	•
7	7 CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ³ 3. Health and Safety Report (RC) ³ 4. Capital Programme (RC) ³ 5. LGOIMA Register (RC) ³				1 hour
INTRODUCTION TO EXECUTIVE TEAM					
8	Introduction to Executive Team	To Discuss	T&C	12.00 a.m.	15 mins
LUNC	н	'	•	12.15 p.m.	30 mins

¹ S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987 ² S7(2)(a),(f)(i) LGOIMA 1987 ³ S7(2)(f)(i) LGOIMA 1987 ⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda (Public)



Item	Subject	Action	Trust/Co.	Start Time	Duration
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Υ			
9	Action Items Discussion, Nick Hill	To Discuss	T&C	12.45 p.m.	2 hours
10	Auckland Film Studio Network, Pam Ford ⁵	To Approve	С		
11	Cyber Security and Risk Related Matters, Mandy Kennedy ⁶	To Note	T&C		
12	GridAKL, L4 12 Madden Street, Pam Ford ⁷	To Approve	С		
13	Major Event Investment Case, Nick Hill ⁷	To Approve	С	7	
14	Board Committees and Board Committee Membership ⁶	To Approve	T&C		
15	Q4 Performance Report ⁶	To Approve	С	С	
16	Public Board Packs ⁶	To Note	T&C	7	
17	Committee Minutes - Destination Committee 22 June (RC) ¹ - Destination Committee 20 July (RC) ¹ - Risk Committee 26 July (RC) ¹	To Note	T&C		
BOARD PRIVATE SESSIONS					
18	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T&C	2.45 p.m.	15 mins
	Close of Meeting			3.00 p.m.	

⁵ S7(2)(f)(i),(h),(i),(j) ⁶ S7(2)(f)(i) ⁷ S7(2)(f)(i),(h),(i)

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
 - enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
 - (i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
 - (j) prevent the disclosure or use of official information for improper gain or improper advantage.





BOARD MEETING

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

AT: Waihorotiu Room, L4 Aotea Centre, Auckland

PRESENT: Mark Franklin Chair

Jennah Wootten Fabian Partigliani

Jen Rolfe
Carol Cheng
Evan Davies
Hinurewa te Hau
Alastair Carruthers

APOLOGIES: None

ATTENDED: Cr John Watson Auckland Council via Teams (Items 1 - 6)

Cr Richard Hills Auckland Council via Teams (Item 1 - 6)

Deputy Chair

Equal Justice Project (Items 1 – 5)

Equal Justice Project (Items 1 – 5)

Equal Justice Project (Items 1 – 5)

Nick Hill CE Brian Monk CFO

Pam Ford Director – Investment & Industry (Items 1 – 6,14 – 15)

Lynn Johnson Director, People and Culture (Items 1 – 6)

Tim Kingsley-Smith Company Secretary

1. AGENDA AND APOLOGIES

S7(2)(a) LGOIMA 1987

The Chair opened the public board meeting and noted that Jennah Wootten would be joining later in the meeting.

There were no apologies.

2. 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.

3. DRAFT STATEMENT OF INTENT – CONSIDERATION OF SHAREHOLDER COMMENTS

Nick Hill spoke to the paper.

 The Board and Management noted the changes to the Key Performance Indicators within the Statement of Intent following consultation with Council. Management noted that it believes the KPI's are realistic and achievable.

The Board:

- Approved the Final Auckland Unlimited SOI 2021-24 for submission to Auckland Council on 30 July 2021; and
- Delegated authority to the Chief Executive to approve any changes made to the SOI
 as a result of Board feedback prior to submission.



4. AUCKLAND UNLIMITED CLIMATE CHANGE RESPONSE

Management spoke to the paper.

- Management noted that the Auckland Council Group is committed to emissions target reductions in line with limiting global warming to 1.5 degrees. To help achieve this, the Council Group is aiming to reduce its emissions by 50% by 2030 and to achieve net zero emissions by 2050. To meet its emissions reductions targets, Auckland Unlimited will need to reduce electricity consumption by 2-4% per year and phase out all use of natural gas by 2030. Other reductions to travel, fuel use, and waste will also be significant.
- Management updated the Board on Auckland Unlimited's Climate Change and Sustainability Framework with its internal focus on organisational and environmental sustainability and external focus on Auckland Unlimited's contribution to a sustainable climate-proof future.
- The Board and Management discussed the obligations of the Task Force on Climate-Related Financial Disclosures (**TFCD**) and Auckland Unlimited's planned response to meet its obligations. Adhering to its TFCD obligations will provide Auckland Unlimited benefits such as enhancing evidence-based decisions, building capacity for managing climate risk, future-proofing the organisation, opening new funding and investment opportunities, and enhancing the organisation's reputation.
- Management updated the Board on its work to understand what transitioning and de-carboning
 will mean for the organisation. Auckland Zoo continues to lead the way and is maintaining its
 net zero carbon footprint. Auckland Live, Auckland Stadiums and the Auckland Art Gallery are
 now areas of focus and feasibility studies on the various options to reduce their respective
 carbon emissions are underway.
- Management updated the Board on Auckland Unlimited's proposed Climate Innovation Hub.
 The Hub, which now has confirmed LTP funding, will aim to be a national centre of excellence
 that activates climate innovation through collaboration and partnership for a climate resilient
 and low-carbon Tāmaki Makaurau.

The Board noted the Auckland Unlimited Climate Change Response update.

5. EQUAL JUSTICE PROJECT

The Equal Justice Project Group presented to the Board.

- The Equal Justice Project noted that Auckland Council declared a climate emergency in June 2019 and Auckland Unlimited has a legal and moral obligation to meet the Council Group's emissions targets.
- The Equal Justice Project acknowledged that Auckland Unlimited has stated its commitment to reducing its emissions by 50% by 2030 and its goal of moving to an economically sustainable future founded upon resilience. The Project commended Auckland Zoo for achieving CarboNZero certification for the fourth year in a row. The 70% reduction of onsite waste at the Lantern Festival and inclusion of waste educators at the event is also noteworthy. Overall, the Project believes Auckland Unlimited has made a good start on reducing its emissions and addressing its climate change obligations, the challenge now is to ensure that its work has a broader impact.
- The Equal Justice Project noted that while the impact of COVID has been significant, climate change is a continuous and highly pressing issue that cannot be neglected due to COVID.
- The Equal Justice Project recommended that Auckland Unlimited:
 - Actively adopt and promote a low-carbon approach to event management and consider making it a requirement for events supported by Auckland Unlimited to have a Low Carbon Plan as a core part of event planning and management.





- Promote and support business associations and Business Improvement Districts including a formal commitment to reducing carbon emissions and sustainability within their formal Objects.
- Continue to implement climate focussed action in all activities and support, invest in and develop the Climate Innovation Hub.
- Encourage continued reduction of waste and construction materials in all experiences and events. Increase the importance of zero waste criteria for all major events that Auckland Unlimited supports.
- Continue to monitor and adhere to targets relating to emission reductions within the Statement of Intent and consult with local bodies and tangata whenua on the organisation's planning to address the impact of climate change.
- o Report on climate action related initiatives to increase public education and awareness.
- Management thanked the Equal Justice Project for its presentation and recommendations and noted that Auckland Unlimited has greatly enhanced its programme for pursuing zero carbon events over the last year. For instance, the work and planning to transition the most recent Lantern Festival to a zero-carbon event was undertaken, but the event was unfortunately cancelled due to a Lock Down. The organisation is aiming to deliver all four cultural events as zero carbon events over the medium term.
- The Board thanked the Equal Justice Project for its presentation and passionate advocacy for addressing climate change and reducing emissions and requested that Management circulate the Project's presentation to the Board and that the materials of the previous Climate Change Response Item update be circulated to the Project. (ACTION POINT)

The Board **noted** the Equal Justice Project's submission.

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

6. CE REPORT

Nick Hill spoke to the paper.

- Management noted that the new Executive Team has now been fully appointed.
- Management noted that the recently released America's Cup review documents confirmed the significant impact of COVID on the event. The numbers achieved were as good as could reasonably be expected in the circumstances. Management is confident that Auckland Unlimited and Auckland Council played a critical role in delivering a quality event in very challenging circumstances.
- Management updated the Board on Auckland Showgrounds and noted that the short-term focus is to help ensure that currently booked events go ahead as planned. Alastair Carruthers declared his interest in the Auckland Showgrounds as a trustee of the Cornwall Park Trust Board. The Board noted the declaration and agreed that the interests of Auckland Unlimited and the Trust are fully aligned at this point so there is no conflict of interests, however if this changes, Mr Carruthers will need to step out of any Board discussion or consideration of Auckland Showgrounds.

•	The Board and Management discussed staff wellbeing.			
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		S7(2)(f)(i) LGOIMA	1987	



The Board noted the CE Report.

Jennah Wootten joined the meeting at 10.40 a.m. Evan Davies left the meeting at 10.47 a.m. Councillor John Watson, Councillor Richard Hills, Pam Ford, Lynn Johnson left the meeting.

7. CONFIDENTIAL MINUTES 30 JUNE 2021, PUBLIC MINUTES 30 JUNE 2021 AND ACTION TRACKER

The Board **approved** the 30 June 2021 Auckland Unlimited Confidential and Public Minutes as an accurate record of the meeting.

The CE and Board discussed Auckland Unlimited's operational, organisation transformation,

The Board noted the Action Tracker.

8. BUSINESS PRIORITIES FY22

9.

Nick Hill tabled a paper and spoke to it.

	and strategic project priorities for FY22.
•	The CE noted that the new executive team had its first strategy session recently.
•	
•	
	S7(2)(f)(i) LGOIMA 1987
•	The Board and Management agreed that it is important to start with the people, not the bricks and mortar when it comes to making decisions. Auckland Unlimited will continue to use the "what is best for Auckland" lens as the foundation for all of its activities, services and investment decisions.
•	
AUCK	LAND STADIUM NETWORK S7(2)(f)(i) LGOIMA 1987
Manag	ement spoke to the paper.
•	
•	





The Board **noted** the Auckland Stadium Network update.

10. 30 JUNE 2021 YEAR END FINANCIAL REPORTING

Brian Monk spoke to the paper.

•	The Chair of the Risk Committee noted that, like last year, the organisation's audit and reporting deadlines have been extended due to COVID. COVID has had a significant impact externa audit resources nationally and this has in turn impacted many organisations.
	additional internationally and the had in turn impacted many organications.
	S7(2)(f)(i) LGOIMA 1987

 The Board noted that the 30 June 2021 Year End Financial Reporting has been considered by the Risk Committee who recommended that the Board approve the resolutions in the paper.

The Board:

- 1. **Noted** the report.
- 2. **Approved** the Chair of the Risk Committee signing the Fraud Questionnaires for Regional Facilities Auckland and Auckland Unlimited Limited.
- Approved the Auckland Unlimited Limited Reporting Pack and Letter of Representation addressed to Auckland Council.
- 4. **Approved** the Regional Facilities Auckland Reporting Pack and Letters of Representation addressed to Audit New Zealand and Auckland Council.

12. FY22 CULTURAL FESTIVALS AND MAJOR EVENTS UPDATE

Management spoke to the paper.

•	Management updated the Committee on changes to upcoming international rugby matches due to the recent suspension of the Trans-Tasman travel bubble
	S7(2)(f)(i) LGOIMA 1987
•	The recent mass-vaccination event at Vodafone Events Centre (that Auckland Unlimited provided logistical and practical support for) was an operational success.
•	The Board and Management discussed the impact of the suspension of the Trans-Tasman bubble on planned events. Management noted that Auckland Unlimited is following MOH guidelines for all of its events.
•	

The Board **approved** the investment into the FY2021/2022 cultural festivals as outlined in this paper.

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

11. AUCKLAND ART GALLERY HERITAGE RESTORATION

Management spoke to the paper.



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S7(2)(f)(i),(h),(i) LGOIMA 1987 The Board noted the Auckland Art Gallery Heritage Restoration Project update.
TRUST NAME CHANGE
TROOT NAME OFFICE
Pam Ford joined the meeting.
CREATIVE INDUSTRIES ACTION PLAN AND AUCKLAND TECHNOLOGY SECTOR FRAMEWOR
Management presented to the Board.
Management updated the Board on Auckland Unlimited's work on the technology sector strategic framework and creative industries action plan.
Management noted that the technology sector framework is a strong, compelling, industry-le plan. Auckland represents more than half of the creative sector in New Zealand, and it is growing faster than other sectors. The fastest growing area within the sector is digital.
S7(2)(f)(i) LGOIMA 1987
The Board noted the update
Pam Ford left the meeting.
GRIDAKL MADDEN ST.
The Board:
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2. S7(2)(f)(i) (h) (i) (i) I GOIMA 1987

16. Q4 RISK REPORT TO COUNCIL

13.

14.

15.

The Board approved the Auckland Unlimited Q4 Risk Report June 2021 report to Auckland Council.





17. SECURITY VISITOR SAFETY POLICY

The Board approved the Auckland Unlimited Security and Visitor Safety Policy

18. BOARD AND CE SESSION AND BOARD ONLY SESSION

The Board held a Board and CE session, and a Board only session. The Board discussed the Board Committees and their role and function and agreed to consider Committee membership at the next Board meeting.

The Board Meeting ended at 3.04	p.m.
Confirmed as a true and correct re	cord of the meeting of 28 July 2021:
Chair	Date



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Mark Franklin	Chair	Precinct Management Limited (Director) Te Kuha General Partner Limited (Director) Aquaclear Dewatering Technology Limited (Director) Rangitira Developments Limited (Director) Stevenson Holdings Limited (Director) Stevenson Group 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) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director)		
Jennah Wootten	Deputy Chair	Cricket 2021 Limited (Director) Generate Global (Director and Shareholder)	Aktive – Auckland Sports & Recreation (CEO)	
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)		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)		
Evan Davies	Non-Executive Director	Capital Investment Committee (Chair) Hospital Redevelopment Partnership Group (Chair) Tāmaki Regeneration Limited (Chair) Todd Property Group Limited (Director) Todd Property Groups together with all subsidiaries (Director) BBIG Group together with its subsidiaries (Director) Western Hills Holdings Limited (Director) Wiln Limited (Director) Priory Pastoral Developments Limited (Director) Priory Pastoral Farm Limited (Director) Tāmaki Redevelopment Company Limited (Director) Tha GP Limited (Director) Kimono Capital Limited (Director) Flinders Mines ACN 091 118 044 (Director) Welch Securities Limited (Director & Shareholder) Kokako Farms Limited (Director & Shareholder) Anglican Trust for Women and Children (Trustee) Auckland City Mission (Trustee) Melanesian Mission Trust Board (Trustee)		
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.

				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) 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)	Registered Celebrants of Aotearoa (Member) Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

DIRECTORS' INSURANCE COVER

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



Rolling 12-Month Work Programme

August 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	 Draft 2021 -2024 SOI Public Board meeting to consider shareholder feedback on SOI Financial reporting for the year ended 30 June 2020 Q4 Risk Report to Council 	CEO Report	Public Board meeting	 Risk Committee - 26 July Destination Committee - 20 July Board Meeting - 28 July
Aug-21	Q4 Performance Report	CEO Report	Joint meeting with Destination Committee Cyber Security and Risk	Destination Committee - 25 Aug Board Meeting - 25 Aug
Sep-21	 Company and Trust Annual Reports CCO Oversight Committee meeting – 21 Sep (Quarter 4 and Annual Reports) 	CEO Report	Annual H&S Framework and Policy Review	 Risk Committee – 13 Sep Destination Committee - 21 Sep Board Meeting - 29 Sep
Oct-21	Public Board meeting to consider Annual Report	CEO Report	Public Board meeting Governing Body visit to Auckland Unlimited (12 October 2021)	Destination Committee - 19 Oct Risk Committee - 20 Oct Board Meeting - 27 Oct
Nov-21	Destination CommitteeQ1 Performance ReportQ1 Risk Report to Council	CEO Report	Joint meeting with Destination Committee	Destination Committee - 24 Nov Board Meeting - 24 Nov
Dec-21		CEO Report		No Board Meeting

Rolling 12-Month Work Programme

August 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-22		CEO Report		Destination Committee Board Meeting Director Appointments -Committee Induction and Applications
Feb-22	 Financial reporting for the ½ Year ended 31 December 2021 Q2 Performance Report to Council Q2 Risk Report to Council Annual Plan FY22/23 	CEO Report	Board Strategy Day Joint meeting with Destination Committee	 Risk Committee (½Y Acts) Board Meeting (½Y Acts.) Destination Committee Board Meeting
Mar-22	Draft 2022 -2025 Statement of Intent	CEO Report		Destination Committee Board Meeting
Apr-22	Q3 Performance Report to Council Q3 Risk Report to Council	CEO Report		Risk Committee Destination Committee Board Meeting
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



Chief Executive Report

Report to Board of Auckland Unlimited - 25 August 2021

1. Introduction

This is the first cut of a new Chief Executive's monthly report. It will be developed further next month when the annual business plan with KPIs and resources by division (Ropū) has been finalised and completed.

Key risks and issues arising this month include:

- The Incident Management Team (IMT) was stood up Tuesday 17 August ahead of the Government 6pm announcement of a nationwide level 4 lockdown. The IMT has operated seamlessly with internal communications, website updates, venue closures and event postponements all being triggered effectively.
- Amazon's decision to relocate the untitled Lord of the Rings television production to the UK.
- The COVID situation in Australia, suspension of the travel bubble with Australia and now the lockdown in New Zealand.
- Pre lockdown growing City Centre anti-social behaviour and impact on staff and business.

2. Strategic Projects On Track





Issues – mitigations in place



At risk - action required

Project ¹	Update	Next Steps	Status
	S7(2)(f)(i),(h),(i) LGOIMA 1987		
Opening the Border: Increasing visitor, trade, investment, and skills flows to Auckland.	Fortnightly Steering Group chaired by AUL on MIQ and border management. Australian Marketing campaign.	Discussion at Board meeting on 25 August as part of joint AUL- Destination Committee meeting.	
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.	Key industry leaders developing a sustainable funding model. Mayor has been briefed.	Discussion at Board meeting on 25 August .NH to meet with Hotel Owners Association.	
Single Stadium Operator: Responding to CCO Review recommendation.	Agreement reached on preferred Operator option. Governance group met 9/8.	Workshop with Councillors to agree management model scheduled for 23/9.	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	scoping study underway. Auckland Council considering a City Centre Transformation Programme.	Presentation to Board meeting on 25 August. S7(2)(a) LGOIMA 1987	
Western Springs Precinct: Integration of MOTAT and precinct master planning.	AUL and MOTAT Chairs and CEOs have agreed to work towards integration.	Management meeting to progress MOU 31/8. MOU targeted for December.	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure	Preparatory research and stocktake underway.	Sector workshop due to be held in September or October.	

¹ Project plans to be completed for each project

aucklandnz.com

AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved.	Decision on venue for AC37 due 17/9.	

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

3. Delivering on the Statement of Intent 2

Cultural Organisations Ropū

SOI Programmes	Update				
Auckland Art Gallery Auckland Zoo	 The collections galleries have reopened on the ground floor. A key focus is the redisplay of the Goldie and Lindauer works. Rainbow accreditation achieved. Tikanga guidelines finalised. The SE Asia Jungle Track has won the top exhibit award at the recent Australasian Zoo 				
	 and Aquarium conference. Concept development for playground, new entrance and other stages of the renewal programme to the Zoo will commence in the coming months. Regulatory complications in the US may delay the arrival of two tigers – now scheduled for early 2022, with delay also possible to the planned relocation of Burma and Anjalee (elephants) to Australia. 				
Maritime Museum	 Restoration of the Percy Voss shipyard by Eke Panuku is complete. A peppercorn lease with Panuku is being finalised to take over operation/use of this heritage asset. Final design of the orientation plaza at the Museum is complete, including QS. A Resource Consent has been lodged and work is expected to commence in spring. \$7(2)(f)(i),(h),(i) LGOIMA 1987 				
Stadiums	Closed borders continue to affect Auckland Stadiums' revenue. Over summer (concert event season) there will be no concerts at Mt Smart and all concerts at Western Springs will likely be local acts.				
Cultural Sector Partnerships	•				
Business Development	•		S7(2)(f)(i)	,(h),(i) LGOIMA 1987	
Security	Rollout of FY22 CCTV upgrade continues, focusing on Auckland Town Hall, Auckland Art Gallery and the Zoo. Detailed design of CCTV upgrade for the zoo underway.				
Total Visitation ³	Actual Jul 21	Budget Jul 21	Variance	Comment	Status
Art Gallery	32,522	36,000	-10%	Higher visitation at the zoo than	
NZMM	5,684	5,435	+5%	expected during busy school holiday period	
Stadiums	32,461	27,901	+16%		
Z00	63,848	48,670	+31%		
Total	134,515	118,006	+14%		

² This section will be updated using the Annual Business Plan.

³ Includes both ticketed and non-ticketed visitation.

Arts, Entertainment and Events Rōpū

SOI Programmes	Update				
Auckland Live	•				
Auckland Conventions	Event reto a con revenueAustralia	equests cont etract remain e. an interest h	inue to have s - especia as been ha	nestic meetings and conferences. shorter lead times than normal and lly regards the volume of pencil book mpered by the newly enforced borde 1, but not to the level ACVE was repo	r restrictions.
Major Events	 Communications regarding the August funding round of the National Programme went out to industry on 20 July. Contracting is underway with Round 1 events. To date, \$627,500 has been committed to 13 events. Elemental AKL completed with positive feedback. 15 events were sold out, 5 events were impacted by the Trans-Tasman bubble closure, with 2 cancelled. Planning for the future of the festival is underway. 				
Business Events	ACB has amended the criteria for its next funding round which opened on 1 August 2021. The next funding round for planned events after 1 January 2022.				
Operations	 Focus for the upcoming month will be on completion of the Ungerboeck Improvement Project and transition to new way of using the system to book, plan and deliver events. Development of a full events calendar has started. Work is underway to complete implementation of the Risk and Emergency Response framework for Aotea Centre, to enable a more structured approach to planning and delivery of safer events at the venue. 				
KPIs	Actual YTD	Budget YTD	Variance	Comment	Status
Number of Events	97	89	+9%		
Total Attendance	68,393	88,694	-23%	S7(2)(f)(i) LGOIMA 1987	

Māori Outcomes Rōpū

SOI Programmes	Update
Te Matatini	 Auckland Unlimited Festival Director appointed. The business case will be presented to the Māori Outcomes Steering Group on 18 August for approval . The business case was socialised with Mana Whenua for input prior to submission. S7(2)(f)(i) LGOIMA 1987
Tāmaki Herenga Waka Festival 2022	Re-engaging with the Mana Whenua Forum on the delivery of Tāmaki Herenga Waka Festival 2022 event and strategy post-2022. Recommendation to defer the festival to 2023 to respond to Mana Whenua feedback seeking co-design and delivery of the festival as a signature Māori annual event.
Toi Te Kupu	The Toi Tū Toi Ora exhibition programme is complete. Preparations continue for the Toi Te Kupu contemporary arts symposium to be held before June 2022. This is a postponement from the original date of November 2021.
AUL Maori Outcomes Plan	Consultation with Executive team has commenced. Next steps are to complete and submit to the Board for review at the end of September.

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Investment and Industry Ropū

SOI Programmes	Update			
Investment Attraction	 Funding for Auckland Film Studios in Henderson was announced on 3 August \$30m from the Government and \$5m from Auckland Council. This will see two, 2,000 square-metre sound stages built and the development of workshops and offices on site. Screen Auckland is identifying opportunities with potential productions following the announcement by Amazon Studios, on 13 August, to move production of its streaming series based on The Lord of the Rings to the United Kingdom for season two. 			
Business Innovation and Support	 GridAKL supported the MBIE Innovation Policy team with development of a Startup Action Plan seeking to achieve economic growth through high-growth Startups. Regional Business Partner programme: July R&D Grants totalling \$74,000, and July Business Capability co-funding/ TTF totalling \$737,769. 			
Skills and Workforce	 Go with Tourism - All five flagship GWT Expos have now been delivered with 16,619 attendees in total. Pacific Skills Shift Initiative: Project Ikuna graduation of The Comfort Group cohort. 			
Local Economic Development	A review of our approach to working with local boards on their LDI funding is being scoped.			
Destination	 The recent Destination AKL Industry Leaders Group (ILG) meeting focussed on Australia marketing and workforce shortages. It was agreed to bring together a sub-group to consider short-term solutions. Destination Industry Update convened with Nick Hill providing an update on organisational changes. MBIE confirmed \$1.5m funding to AUL (as regional tourism office) to support recovery and re-set of tourism industry, stakeholders, Māori/iwi, and communities. 			
Low Carbon Economy and Climate Response	 Governance group formed for South Auckland Eco Park, to be chaired by Mayor Goff, in preparation for an MBIE budget bid to Treasury for the 9ha Eco Park in Mangere. The emissions inventory for Auckland Unlimited has been audited - awaiting verification for CARBONREDUCE certification. 			
KPIs	Actual YTD	Annual Target	Comment	itus
No. businesses	403	3,000	Result reflects RBP and GridAKL businesses only	
No. Māori businesses	28	150	Result reflects RBP and GridAKL businesses only	
Attributable private sector investment	-	\$200m		

4. Corporate

Marketing and Communications

Workstreams	Update
Auckland Place Brand	 The Auckland Council Group (ACG) Brand Guidelines report (to be presented to the CCO Oversight Committee on 24 August) recommends changes to increase attribution to the "pohutukawa" as required by the CCO Review. This mahi has engaged all Auckland Unlimited brand owners and covers the ACG role in building the Tāmaki Makaurau place brand. The Region of Wairuatanga brand theme shoot is in preproduction and will create opensource place brand assets for the theme and deliver on Māori outcomes.
Destination Marketing	The domestic/Australia tourism campaign will re-orientate towards domestic given border status.

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Communications	 The initial focus on is on establishing the Communications Team and the Auckland Unlimited Communications Plan, Stakeholder and Government Relations Plan and the Internal Communications Plan. Finalised plans will ensure Auckland Unlimited's narrative and positioning is promoted, risks are managed and key rōpū deliverables are achieved. They will also ensure our key industry stakeholders and partners are engaged as well as the Government on key issues that impact the region.
Media	 Key media themes for July relating to Auckland Unlimited's work included coverage of: post-event AC36 reports; Auckland Unlimited-assisted mass vaccination event at Manukau; Elemental AKL festival and Project Ikuna – Auckland Unlimited's part in the four-year, MBIE-funded Auckland Pacific Skills Shift programme.

People

Workstreams	Update				
Wellbeing	140 of our team were vaccinated at the ADHB's Manukau Mass Vaccination event on 29 July – all offered slots were filled.				
Recruitment	 Two new roles advertised in the Maori Outcomes Ropu, reflecting our commitments to Māori outcomes (Head of Kaupapa Māori – Auckland Art Gallery, Advisor Kaupapa Māori – Auckland Zoo). \$7(2)(f)(i) LGOI 				
Remuneration	Remuneration review 2021 currently underway. While we are not in full bargaining for our collectives, we are in discussion around remuneration.				
Metrics		This Comment Statu	IS		
Engagement (Officevibe)	tbc 6	6.9 OfficeVibe reporting now under a single Auckland Unlimited entity.			

Health and Safety

July Incidents	No.	Comment	
Minor staff incidents 6		Including 1 contractor, 1 artist/performer	
Lost Time Incidents	0		

- Auckland Zoo, NZ Maritime Museum, Stadiums and Auckland Unlimited held H&S committee meetings. Three
 of the Business Brand Directors attended. No members from legacy ATEED ELT were in attendance due to
 timing of the meeting.
- Draft Safety Management Framework (SMF) for FY22 presented to Q1-FY22 Risk Committee and Board and approved. SMF formally reviewed annually as TOM evolves.
- Q4: short lead-times for events continued, becoming a trend being managed by a more realistic cut-off time for final H&S plan to be signed-off (72 hours prior to an event).
- H&S Advisors continue to work on reviewing all policies/procedures/guidelines for the new Auckland Unlimited organisation.
- H&S Advisors continue to work with Business Brands on ways to develop safety culture and achieve better standards of H&S identified by Safe365 audits. There will need to be a "reset" of baselines aligned to the new ropu as the new structures are finalized.
- H&S facilitated workshops: Board/Executive Team following September Risk Workshop enabling circling back to reset Safe 365 baselines.
- People Team and Risk, Safety & Assurance are collaborating on monitoring and managing wellbeing for our people until the People restructure is confirmed and the team moves across from the CFCSO.

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• Departure of two Senior H&S Advisors. Recruitment under way. In the interim, staff carry extra workload.

Digital

Workstreams	Update							
Cybersecurity Strategy and Governance	 Paper to be presented at the Board meeting. Good progress has been made to address a number of items on the remediation plan including the acquisition of a Cyber security awareness program for staff. 							
Shared Services (with Transformation)	 Met with Head of Council ICT to discuss the extent to which Council shared ICT services meet Auckland Unlimited's requirements. Council tabled two options for AUL that need review and decision. A separate options paper will be presented by the Chief Digital Officer to the Risk Committee for guidance/advice. \$7(2)(f)(i) LGOIMA 1987 							
Digital Roadmap	implem							
Digital Auckland (with Marketing)	 Progress conside research 							
Connected Commerce	Gallery advancement and membership project delivery is on track and has been architected to provide the foundation of the Connected Commerce Program of work for the Cultural Organisations, which will underpin the Digital Auckland Hub.							
KPIs	Actual	Target	Comment	Status				
Cybersecurity posture	2.2	3.1	Measurement – aggregated cybersecurity risk – NIST score. Actual below target but long term remediation plan in place.					
'Lights on'	99.97%	99.9%	Measurement – availability of all systems.					
Customer services	20 days	10 days	Measurement –average ticket turnaround time.					
Project delivery	tbc	85%	Measurement - on time and within budget.					

Finance and Corporate Services

Workstreams	Update
Finance	 July financial performance exceeded budget with solid contributions from Arts, Entertainment and Events and also Cultural Organisations. S7(2)(f)(i) LGOIMA 1987 FY22 budgets being reworked to align with new structures and new reporting formats
	 being developed. Working in conjunction with Auckland Council Finance on accounting and planning implications of the Amazon withdrawal.
Risk	Risk workshop to be held with Board on September 2. May now need to be rescheduled.
Planning	Awaiting completion of leadership team KPIs. AUL FY22 Strategic Business Plan due to be complete in September.
Reporting	 Final RFA Trust accounts and Annual Report completion delayed until September due to Audit NZ delay. Final AUL accounts and Annual Report completion delayed until October due to Audit NZ delay.
Procurement	ICT work commenced and implementation plan being finalised for single cross organisational procurement process. Implementation scheduled for October.
Organisation Design	Planning to commence a restructure to a single Finance department in September.
AFS Property Review	Currently scheduled for discussion with Board at September meeting.

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5. Transformation Programme

Key Workstreams (Q1/Q2)	Update	Next Steps	Status
Programme Development	Meetings held with L2 leads to identify key projects/priorities for next 12 months and identify other major initiatives underway that need to be incorporated into programme and managed or tracked by PMO.	Draft high-level Project Tuia programme transformation plan for next 12 months. Present to ELT for endorsement by end of August and present high-level plan to Board in September Board meeting.	
AUL KPI dashboard	Assessing current state of operational, financial and strategic key performance across AUL including identifying gaps/data sources.	Build out dashboard framework and options for consideration by ELT e.g., balanced scorecard, performance driver dashboard/other.	
Executive team recruitment.	Director AEE and CF+CSO role with Kerridge & Partners for recruitment.	Meeting booked to share long list of CFO candidates and international market map for the AEE role.	
TOM people structure changes	Directors are reviewing current structures and job roles and working through what changes need to be made.	Org design and consultation timeframes being worked through.	
Accommodation.	Options for office consolidation submitted to ELT. Assessment underway for an interim move to optimise space utilisation of Victoria St to accommodate 30+ staff prior to Christmas.	Develop overall accommodation plan and options for next 12 months as leases expire. Develop floor plans for Level 6&7 to utilise additional space. Develop plan for staff relocation that drives integration of the TOM.	
PMO.	PMO comprises 3 resources at present. Programme plan will define resourcing needs to support Project Tuia implementation. PMO will use MS Project Online to track all initiatives for Project Tuia.	Agree resourcing needs once programme plan is endorsed by ELT. Define the role, scope and accountabilities of the PMO. Migrate into PMO existing staff or recruit where capability is not available in AUL.	
Other	Project Tuia programme hub location identified. on level 7 behind Board room. Support L2 team with methodology and approach how to review future needs to enable city-wide programming.	Set up hub: layout, Project Tuia wall plan, pilot MS project online and daily stand up with stream leads.	

Auckland Unlimited – Financials

For the period ending 31 July 2021

Consolidated Auckland Unlimited Financials



Direct operating performance

(\$ million)		FY21		FY22 YTD		FY22
	Notes	Actual	Actual	Adjusted Budget	Variance	SOI Budget
Net direct expenditure	Α	86.8	7.8	8.8	1.0	107.8
Direct revenue	В	81.7	7.0	6.3	0.7	88.0
Fees & user charges		24.3	3.4	2.9	0.5	39.5
Operating grants and subsidies		27.1	0.9	0.9	0.0	16.8
Other direct revenue		30.3	2.7	2.5	0.2	31.7
Direct expenditure	С	168.5	14.9	15.2	0.3	195.8
Employee benefits		75.3	6.8	7.0	0.2	80.8
Grants, contributions & sponsorship		9.2	1.1	0.8	(0.3)	12.6
Other direct expenditure		84.0	7.0	7.4	0.4	102.4
Other key operating lines						
AC operating funding		96.0	8.8	8.8	0.0	107.8
AC capital funding	D	46.4	2.0	4.8	2.8	56.7
Working Capital Fund repayment		-	(0.2)	0.0	(0.2)	0.0
Capital Grants paid to RFA Partners		1.1	0.0	0.0	0.0	0.0
Living wage payment		0.5	0.0	0.0	0.0	0.0
Depreciation		39.0	3.1	3.7	0.6	45.7
Donated Artworks		2.2	0.0	0.0	0.0	0.0
Net interest revenue (expense)		0.2	0.0	0.0	0.0	(0.1)



Financial Commentary

- A: The favourable variance is due to better than expected visitor and event revenue and savings on vacancies.
- **B:** Direct Revenue is favourable due to better than expected attendance at Auckland Unlimited venues and events.
- **C:** Direct expenditure is favourable due to vacancies, with some changes in the planned expenditure for grant funded programmes.
- **D:** The capital programme is below budget for the month with significant programmes in the planning stage.

Outlook:

The year has started with a favourable result, albeit with a timing variance in grant funded programmes.

The current Covid lockdown, potential for further lockdowns and the recent shutdown of the Trans Tasman bubble are generating ongoing risk to the budgeted level of our forward revenues.

FY22 financials will also be impacted by the merger related costs attached to further restructuring and harmonisation of systems across Auckland Unlimited.