

Board Meeting Agenda (Public)

9.00 a.m. Wednesday 26 January 2022

Microsoft Teams

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Confidential and Public Minutes 24 November 2021 and Action Tracker	To Approve	T & C		
3	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C		
CE REPORT AND PERFORMANCE REPORTING					
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ¹ 3. Health and Safety Report (RC) ¹ 4. Capital Programme (RC) ¹	To Note	T & C	9.05 a.m.	55 mins
SIGNIFICANT STRATEGIC MATTERS					
5	Innovation Precincts Strategic Plan, Pam Ford, Marissa Brindley ²	To Approve	C	10.00 a.m.	1 hour 10 mins
6	Digital Auckland Concept, Shelley Watson, Mandy Kennedy ²	To Discuss	T & C		
7	Mayoral Proposal / Annual Plan, Christine Begbie ³	To Discuss	T & C		
MORNING TEA BREAK (11.10-11.25am)					
OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
8	FIFA Women's World Cup Update, Richard Clarke, Santha Brown, Dave Beeche, (FIFA NZ/Australia CEO), Jane Patterson (FIFA NZ COO) ²	To Note	C	11.25 a.m.	60 mins
9	AFS Final Contract Award, Pam Ford, Malcolm Lawry ²	To Approve	C		
10	MBIE Funding Agreement Variation – Auckland Business Advice Support Package, Pam Ford, Jane Finlayson ⁴	To Approve	C		
11	Board Committee Minutes: - Risk Committee 13 Sept 2021 ¹ - Destination Committee 21 Sept 2021 ¹	To Note	T & C		

¹ S7(2)(f)(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h),(j) LGOIMA 1987

⁴ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

Board Meeting Agenda (Public)

Item	Subject	Action	Trust/Co.	Start Time	Duration
BOARD PRIVATE SESSIONS					
12	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T & C	12.25 p.m.	5 mins
	Close of Meeting			12.30 p.m.	

Board Meeting Agenda (Public)

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

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

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

BOARD MEETING

HELD ON: Wednesday 24 November 2021 at 1.00 p.m.

AT: Remote Meeting (Teams)

PRESENT: Mark Franklin Chair
Jennah Wootten Deputy Chair
Fabian Partigiani
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, Richard Clarke 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 Jim Stabback Auckland Council CEO
[REDACTED] Consultant
Tim Kingsley-Smith Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

The Chair opened the public Board meeting.

The Board noted the apology of Richard Hills and that Hinu te Hau and Dan Walker would be joining the meeting shortly.

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. PUBLIC MINUTES 27 OCTOBER 2021

The Board **approved** the 27 October 2021 Public Minutes as an accurate record of the meeting.

4. STATEMENT OF INTENT PERFORMANCE FOR YEAR ENDED 30 JUNE 2021

Nick Hill spoke to the paper.

The Board **noted** the Statement of Intent performance for Year End 30 June 2021 update.

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

5. CE REPORT

Nick Hill spoke to the paper.

Incoming 'Traffic Light' Vaccination Framework

- Management noted that given the nature of Auckland Unlimited, the difference between a 'red' level setting and an 'orange' level setting under the incoming Vaccination Framework will have a significant impact on the business primarily due to the differences in restrictions between the two levels with regards to venue and event capacity limits. If the levels are changed regularly, the uncertainty created for events will be difficult to manage given the long lead times involved for events.
- Management noted that overall the organisation is optimistic about the direction of travel and there is now some 'light at the end of the tunnel'. However, there are significant short- and medium-term issues to manage and address.

Activate Auckland and Revitalise Tāmaki Makaurau Projects

- Management updated the Board on Auckland Unlimited's two MBIE funded projects, Activate Auckland and Revitalise Tāmaki Makaurau.
- Management noted that the Activate Auckland project revolves around Auckland businesses receiving funding to access business advice and to develop business plans, as well as grants for implementing their business plans. Auckland Unlimited and MBIE recently executed the underlying funding agreement. Additional support for a Health and Wellbeing programme for Auckland businesses is still being discussed by Auckland Unlimited and MBIE and is likely to reach the point of contracting shortly.
- Management noted that an expected 10,000 – 17,000 businesses will apply for the support via the programme. The project will be monitored and controlled by a steering group and Auckland Unlimited will be taking a collaborative approach with its partners throughout the project.
- Management noted that there are further discussions with MBIE regarding a support package for the Auckland region to stimulate economic, social and cultural activities over the summer. The support will focus on local activation and attraction.
- Management noted that both projects are a good example of Auckland Unlimited delivering core work but remaining flexible in order to react to opportunities as they arise.

Vaccination Policy

- Management updated the Board on the feedback received following its recent staff Vaccine Policy consultation. A strong majority of staff support the proposed Policy to make vaccines compulsory throughout the organisation. There is an expectation that should the Policy be implemented, a small minority of staff [REDACTED] will refuse to get vaccinated, [REDACTED]. A Board paper covering the Vaccine Policy consultation, and requesting the Board's approval of the Policy, will be circulated as an out-of-cycle paper following the meeting.

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

Dan Walker joined the meeting at 1.26 p.m.

Accommodation Provider Targeted Rate

- Management noted that the Court of Appeal recently decided that the Accommodation Provider Targeted Rate (APTR) is invalid. Auckland Council is currently deciding whether to appeal the decision.

- Management noted that given Auckland Unlimited's assumption that the APTR would not be reinstituted this financial year, the short-term impact on the organisation will be minimal. However, it does once again elevate the issue of a lack of long-term Government, Council and private sector funding for Auckland's destination and attraction work. Without this funding Auckland Unlimited will not be able to promote Auckland, invest in events for Auckland to the current level, and support its visitor attraction activities.

Hinu te Hau joined the meeting at 1.40 p.m.

[REDACTED]

[REDACTED]

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

The Board **noted** the CE Report.

John Watson and the ELT left the meeting.

6. **CONFIDENTIAL MINUTES 27 OCTOBER 2021 AND ACTION TRACKER**

The Board:

1. **Approved** the 27 October 2021 Confidential Minutes as an accurate record of the meeting; and
2. **Noted** the Action Tracker.

Mandy Kennedy joined the meeting.

7. **ICT SHARED SERVICES**

Mandy Kennedy presented to the Board.

[REDACTED]

Jim Stabback joined the meeting at 1.58 p.m.

[REDACTED]

[REDACTED]

[REDACTED]

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

- Jim Stabback and the Board discussed the upcoming six months and the significant financial challenges and other challenges facing Council and Auckland Unlimited. Council and CCO's, particularly those like Auckland Unlimited that are heavily impacted by COVID restrictions, will need to focus even harder on improving efficiencies and making sound investment decisions. The Board noted that the organisation continues to review and challenge the organisation's activities with the overarching 'what is best for Auckland' lens.

The Board noted the update.

Jim Stabback and Mandy Kennedy left the meeting. [REDACTED] joined the meeting.

8. AUCKLAND STADIUM NETWORK

[REDACTED] spoke to the paper. S7(2)(a) LGOIMA 1987

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

S7(2)(a)
LGOIMA 1987

[REDACTED] left the meeting. Pam Ford joined the meeting.

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

9. AUCKLAND FILM STUDIO NETWORK

Management spoke to the paper.

- Management noted that following its review of the options for Auckland Film Studios (AFS), Management's view is that Auckland Unlimited should recommend that Auckland Council sells the business following completion of the current sound stage development. This will bank 15 years of work and allow the private sector to take over running the business. It will also free up capital to invest in the sector. [REDACTED]

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

- Management noted that it would be preferable to sell AFS to a studio operator to ensure that it continues as a studio business. [REDACTED]

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

- The Board queried Management's intentions and ideas for investment into the sector following the sale. Management confirmed that there are obligations to invest a significant part of the sale proceeds back into the sector and this investment could include film schools, post-production, gaming and software production and cross-overs [REDACTED]

[REDACTED] S7(2)(f)(i) LGOIMA 1987

[REDACTED]

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

- Management confirmed that the approval sought from the Board at today's meeting is an affirmation of an intention to sell that will start the process of discussion with Council, and then planning the sale process.

The Board:

1. **Recommended** to Auckland Council that it sells Auckland Film Studios (AFS) in late 2022 following completion of the current sound stage development project.
2. **Noted** that it is Management's intention to seek to ensure that AFS is retained as a film studio for the medium/long term during any AFS sale process.
3. [REDACTED]

Pam Ford left the meeting. Noah Maffitt joined the meeting

10. AOTEA CREATIVE QUARTER PROGRAMME ESTABLISHMENT

Management spoke to the paper and presented to the Board.

- The Board and Management discussed the Aotea Creative Quarter Programme. The purpose of the project is to develop an action plan to improve the precinct around the Aotea Centre – the city's natural home for the arts and its future centre for a thriving creative sector.

The Board **noted** update.

Noah Maffitt left the meeting.

11. AUL ANNUAL REPORT

Brian Monk spoke to the paper:

- Management noted that Auckland Unlimited Limited has audit clearance with no qualifications. The Risk Committee Chair updated the Board on the Committee's review of the preparation and audit work on the Annual Report.
- The Board thanked Brian and the team for their hard work on the audit and noted that Brian would shortly be retiring from the organisation. The Board thanked Brian for his work over the years and his pragmatic and calm leadership at Auckland Unlimited. Brian thanked the Board and Management and wished the organisation well for the future.

The Board:

1. **Noted** the report.
2. **Noted** the update from the Chair of the Risk Committee on the Committee's review of the preparation and audit work on the Annual Report of Auckland Unlimited Limited.
3. **Approved** the Chair and CEO to sign the Letter of Representation to Audit NZ on behalf of the Board for Auckland Unlimited Limited.
4. **Approved** and **adopted** the Financial Statements of Auckland Unlimited Limited.
5. **Delegated** to the Chair and CEO to sign the Auckland Unlimited Limited Annual Report subject to any minor amendments arising from the meeting.

Heather Harris joined the meeting

12. AUCKLAND ART GALLERY HERITAGE BUILDING RESTORATION PROJECT

Management spoke to the paper.

- Management updated the Board on the project. The Board noted Management's additional work on the scope and costings of the project and discussed the project contingencies with Management.
- The Board noted that resolution recommendation four within the paper should be subject to the same budget envelope.

The Board:

1. **Approved** the scope of the Heritage Restoration project, including core, recommended and discretionary elements;
S7(2)(f)(i) LGOIMA 1987
2. **Approved** expenditure on the project [REDACTED] including contingency;
3. **Noted** that management will seek approval from the Board for the award of the main construction contract; and
4. **Delegated** to the Capital Projects Committee the ability to approve any required programme reprioritisation (within [REDACTED] budget envelope) to ensure funding of the project.
S7(2)(f)(i) LGOIMA 1987

Heather Harris left the meeting.

13. CLIMATE CHANGE RISK TO AUCKLAND UNLIMITED

Management spoke to the paper.

- Management noted that this paper was considered by the Risk Committee and the feedback provided has been taken on board by Management.
- The Board reiterated that further work needs to be done on understanding the EFTS and its trade-offs, as well as understanding what the organisation is spending and the impact of complying with EFTS.

The Board

1. **Endorsed** the Task Force on Climate-related Financial Disclosures (TCFD) scenario analysis recommended actions.
2. **Approved** the SOI emissions reduction targets

Pam Ford left the meeting.

14. DESTINATION COMMITTEE MEMBER APPOINTMENT

The Board:

1. **Approved** the appointment of Franz Mascarenhas to the Destination Committee for an initial term of 2.5 years commencing 1 January 2022 and ending 30 June 2024.
2. **Approved** in principle the appointment of Brad Burnett to the Destination Committee from 1 July 2022 (to be confirmed at the May 2022 board meeting).
3. **Approved** the proposed changes to the Destination Committee Terms of Reference as outlined at Attachment 1 of the paper.



Fabian Partigiani left the meeting at 5.01 and Hinu te Hau left the meeting at 5.04 p.m. Mark Shepherd joined the meeting.

15. TRANSFORMATION PROJECT

Management updated the Board on the Transformation Project.

The Board **noted** the update.

16. RFA TRUST MANAGEMENT REPORT

Brian Monk spoke to the paper.

The Board **noted** the report.

17. BOARD AND CEO SESSION AND BOARD ONLY SESSION

No Board and CEO or Board only session was required.

The meeting ended at 5.15 p.m.

Confirmed as a true and correct record of the meeting of 24 November 2021:

Chair

Date

Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Mark Franklin	Chair	<ul style="list-style-type: none"> • Precinct Management Limited (Director) • Te Kuha General Partner Limited (Director) • Aquaclear Dewatering Technology Limited (Director) • Rangitira Developments Limited (Director) • Stevenson Holdings Limited (Director) • Stevenson South Island Limited (Director) • Stevenson Group Limited (Director) • Drury South Limited (Director) • Stevenson Agriculture Limited (Director) • Auckland Regional Chamber of Commerce & Industry Limited (Director) • Lochinver Station Limited (Director) • Oteha Valley Investments Limited (Director) • Cloudview Holdings Limited (Director) • Stevenson Mining Limited (Director) • Swimtastic Limited (Director) • Allied Farmers Limited (Chair/Director) 		
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> • Cricket 2021 Limited (Director) • Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> • Active – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> • Homeland NZ Enterprises Ltd (Director and Shareholder) • Homeland NZ Trading Ltd (Director and Shareholder) • Carruthers Consulting Ltd (Director and Shareholder) • Cornwall Park Trust Board (Trustee) • Services Workforce Development Council, Tertiary Education Commission (Council Member) • Auckland Regional Amenities Funding Board (Board Member) • Auckland War Memorial Museum Trust Board (Trustee) 		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Hong Consulting Limited (Director and Shareholder) • CYWE Trustee Limited (Director and Shareholder) 		

		<ul style="list-style-type: none"> 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 (Hinū)	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Matar ki Cultural Foundation (Trustee) Matar ki Global Holdings Limited (Director) Taamaki Records Limited (Director) Otamatea Pioneer & Kauri Museum Board (Trustee) Q Theatre Limited (Trustee) TEC Workforce Development Council Services (Director) 	<ul style="list-style-type: none"> General Manager Creative Northland Advisor Te Hua o te Kāwhiri Trust Advisor Manea Footprints of Kupe Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	<ul style="list-style-type: none"> On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU
Fabian Partigiani	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Partigiani Consulting Limited (Director) 3B&P Family Trust (Trustee) Smartfood Limited (Chairman) 	<ul style="list-style-type: none"> Consultant to Private Equity companies Consultant to individual businesses on business strategy, M&A and operational improvements Red Shield Security Limited (CEO) 	<ul style="list-style-type: none"> RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport.
Jen Rolfe	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> Prior to Jen Rolfe's appointment to the 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	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Registered Celebrants of Aotearoa (Member) Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead) 	

		<ul style="list-style-type: none">• 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)		
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Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	<ul style="list-style-type: none"> Public Board meeting to consider shareholder feedback on SOI Draft 2021 -2024 SOI Financial reporting for the year ended 30 June 2020 Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee - 26 July Destination Committee - 20 July Board Meeting - 28 July
Aug-21	<ul style="list-style-type: none"> Q4 Performance Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint meeting with Destination Committee Cyber Security and Risk 	<ul style="list-style-type: none"> Destination Committee - 25 Aug Board Meeting - 25 Aug
Sep-21	<ul style="list-style-type: none"> Trust Annual Report CCO Oversight Committee meeting – 21 Sep (Quarter 4 and Annual Reports) 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – 13 Sep Destination Committee - 21 Sep Board Meeting – 24 Sep Board Meeting - 29 Sep
Oct-21	<ul style="list-style-type: none"> Q1 Performance Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Cultural Institutions Māori Outcomes Plan COVID-19 Environment 	<ul style="list-style-type: none"> Destination Committee - 19 Oct Board Meeting - 27 Oct
Nov-21	<ul style="list-style-type: none"> Public Board meeting to SOI performance for Year Ended 30 June 2021 Company Annual Report Q1 Risk Report to Council Joint meeting with Destination Committee 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Mana Whenua Kaitiaki Forum Meeting & Lunch (2 Nov) CCO Oversight Committee Visit (8 Nov) 	<ul style="list-style-type: none"> Destination Committee - 24 Nov Risk Committee 3 Nov Board Meeting 12 Nov Board Meeting - 24 Nov
Dec-21		<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> No Board Meeting

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-22		<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Business & Investment Attraction 	<ul style="list-style-type: none"> Destination Committee Board Meeting Director Appointments -Committee Induction and Applications
Feb-22	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2021 Q2 Performance Report to Council Q2 Risk Report to Council Annual Plan FY22/23 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Strategy Day Joint meeting with Destination Committee 	<ul style="list-style-type: none"> Risk Committee (½Y Acts) Board Meeting (½Y Acts.) Destination Committee Board Meeting
Mar-22	<ul style="list-style-type: none"> Draft 2022 -2025 Statement of Intent 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Destination Committee Board Meeting
Apr-22	<ul style="list-style-type: none"> Q3 Performance Report to Council Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee Destination Committee Board Meeting
May-22		<ul style="list-style-type: none"> CEO Report Annual Insurance Renewal Audit NZ Engagement and Fees FY22-24 	<ul style="list-style-type: none"> Joint meeting with Destination Committee 	<ul style="list-style-type: none"> Destination Committee Board Meeting Director Appointments Committee – Interviewing
Jun-22	<ul style="list-style-type: none"> Recommendation for board members for the AWMM and MOTAT Boards 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Destination Committee Board Meeting

Chief Executive Report

Report to Board of Auckland Unlimited – 26 January 2022

1. Introduction

Key issues this month:

- The emergence of the Omicron variant is a significant development for AUL (and for Auckland Council). The Government will move to the red traffic light setting (possibly with additional restrictions) once the strain emerges in the community. The high level of transmissibility, the restrictions on gatherings and the ongoing strict border control mean AUL faces major limitations on all aspects of our business. The Board workshop on February 11th will provide an opportunity to consider the implications and options for the business.
- In the meantime, we are readying the Organisation for living with Omicron. This includes developing contingencies for loss of staff to sickness and isolation, supporting staff to self-manage, acquisition of Rapid Antigen Testing kits and training and cancellation of events.
- Implementation of the AUL vaccination policy is well advanced with less than 10 staff refusing to comply. These staff have had or will have had their employment terminated by next week.
- The Government's Reactivating Tāmaki Makaurau Auckland package was announced on 1 December. Auckland Unlimited is the delivery partner for \$25.5m package including a \$9m voucher programme, \$10m local activation programme (LAP), \$3m discount programme, and marketing and administration (\$3.5m). This is a pan-organisation effort and teams have successfully met all contract milestones to date including the award of the first tranche of LAP funding in December and the allocation of the first tranche of 30,000 vouchers to Aucklanders in mid-January.

2. Strategic Projects



On Track



Issues – mitigations in place



At risk – action required

Project	Update	Next Steps	Status
Screen Revenue: Generating activity to address the lease revenue shortfall left by the withdrawal of the Amazon Studios TV production.	Project team underway with marketing and communications strategy to support screen attraction in 2022.	Provide monthly updates on the pipeline to the Board.	
Accelerate Auckland: A 50-year vision for Auckland – led by Koi Tu.	<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> S7(2)(f)(i) LGOIMA 1987	Strategy for release in early 2022 prepared, including using it as the focus for the next Auckland's Future, Now summit in March/April.	
Opening of the border: Increasing visitor, trade,	<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> S7(2)(f)(i) LGOIMA 1987	Preparation for future operating environment if/when border begins to open.	

investment, and skills flows to Auckland.	[REDACTED] [REDACTED] S7(2)(f)(i) LGOIMA 1987		
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.	Council has confirmed an appeal of the APTR decision to the Supreme Court	Explore a future regional tourism funding model with industry leaders in Q3 2021/22.	
Single Stadium Operator: Responding to CCO Review recommendation. S7(2)(f)(i),(h),(i) LGOIMA 1987	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	Identified as a priority in the Letter of Expectation for 2022/23. Programme workstreams to be developed.	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Creative Quarter working group reconvenes in January to map programme approach, stakeholder engagement priorities and resource requirements	Programme of activity and resourcing plan to be established for budget integration in February 2022	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning. S7(2)(f)(i),(h),(i) LGOIMA 1987	Submission from AUL to Council, supporting MOTAT's Draft Annual Plan funding request. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	Steering Group from AUL and MOTAT meets on 17 February to begin discussion of integration options. Identified as a priority in the Letter of Expectation for 2022/23.	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	Preliminary meetings with Wellington officials to establish AUL partnership relationships with MCH and Creative New Zealand. On-going work with cultural sector leaders, including preliminary work on shared calendar as part of Summer is Calling campaign	Hui planned for early March of sector leaders to develop and progress programme of work to build collective impact of Auckland cultural sector. Work and issues identified to be discussed with board at future board meeting.	
AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	Decision on venue for AC37 deferred to March 2022. [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987	

3. Delivering on the Statement of Intent

Cultural Organisations Rōpū

SOI Programmes	Update
Cultural Organisations Overview S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Capacity constraints associated with distancing requirements are limiting visitor numbers at the zoo to between 2.2 and 2.8K people per day. Uncertainties about the international border continue to impact on planning for sporting and cultural events. Planning underway across our venues and AUL for the possible re-introduction of further controls and for testing at our venues. Growing concerns across the sector about sustainability if COVID-19 continues to impact throughout 2022.
Auckland Art Gallery S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> [REDACTED] [REDACTED] <i>Mary Quant: Fashion Revolutionary</i> has been well received with numbers at the gallery steadily growing since lock down ended – 10,000 visitors to the exhibition since 10 December with 3000 of these member visits. We predict 24,000 total exhibition visits against a pre-COVID-19 projection of 47,000. There were daily queues during peak periods due to the restricted pax the gallery can allow through, while maintaining Level 3 spatial requirements. Discussions with Haerewa progressed with new members about alignment to the gallery's Māori engagement plan. Head of Kaupapa Māori Te Arepa Morehu's powhiri well attended on 17 January. New Senior Curator Māori Art Nathan Pohio, announced and due to commence next month. Max Oettli photographic exhibition opened in Upper Grey. Summer holiday programme underway, great feedback and well attended.
Auckland Zoo S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] The Southeast Asia Jungle Track and major infrastructure works were completed in December, and the new central lake boardwalk, constructed wetlands and tiger shared shelter opened to visitors and acclaim on 23 December. Completion of the Southeast Asia precinct is scheduled for April 2022. Over lockdown period (18 August – 15 December) the zoo's pilot online learning programme proved to be a great success. Collated result showed that 5700 students participated in a bespoke online education session (Years 0-8), with an additional 17,000 learners participating in one of the 'Wild Wednesdays Webinar' series. For the first time, online conservation learning sessions were delivered entirely in te reo Māori for kura kaupapa Māori classes. The tara iti programme, in close collaboration with DOC, has had greater than expected success in this first year of artificial incubation and hand-rearing. Four of five eggs were successfully hatched and hand-reared and then transferred to a release aviary at

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	<ul style="list-style-type: none">NZMM special exhibition schedule has been confirmed through 2026, with place holder titles including <i>Always Song in the Water</i> (exploration of the ocean environment with artist Greg O'Brien), <i>Our Changing Waterfront</i> (a history of the evolution of the Auckland waterfront and port), <i>Six Feet High and Rising</i> (exploring new ideas and products designed to address climate change), <i>Sentinel</i> (Aotearoa as the seabird capital of the world – a partnership exhibition with the University of Auckland).NZMM's lease of the Percy Vos shipyard commenced in December but Eke Panuku has agreed to continue with building maintenance and security until late January.				
Cultural Sector Partnerships S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none">MOTAT has announced a new Chair of the Board – Helen Atkins with Amit Prasad appointed as Deputy Chair. Outgoing Chair Sue Wood has been appointed as the Chair of MOTAT's Strategy and Funding Committee.AWMM has also announced Professor Richard Bedford CNZM, QSO, FRSNZ as the Chair of its Trust Board with Rachael Tuwhangai taking on the role of Deputy Chair.MOTAT's Draft Annual Plan was published for public consultation on 17 December. [REDACTED]				
Property S7(2)(f)(i),(h),(i) LGOIMA 1987	<ul style="list-style-type: none">No significant venue operational or maintenance issues during the holiday closure period.[REDACTED][REDACTED][REDACTED][REDACTED]Auckland Art Gallery Storage Facility Project Completed.				
Total Visitation	Actual Dec 21	Budget Dec 21	Variance	Comment	Status
Art Gallery	17,096	32,000	(14,904)		
NZMM	2,064	8,433	(6,369)		
Stadiums	2,496	14,591	(12,095)		
Zoo	41,380	67,070	(25,690)		
Total	63,036	122,094	(59,058)		

Arts, Entertainment and Events Rōpū

SOI Programmes	Update
Auckland Live S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> <i>Michelangelo – A Different View</i> packed in over the closure period and opened on January 3, 2022 (Aotea Centre Hunua Rooms). [REDACTED] [REDACTED] VIP Tour sales have been successful with new sessions added and quickly selling out and the overall activation providing a strong outcome for food and beverage sales. Auckland Live worked with several presenters encouraging application for the January deadlines of Local Activation Fund and to agree on ticket access for Auckland Live's Ticketing Discount Programme application, with a small take up. [REDACTED]
S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> [REDACTED] New projects are unable to stand events up within timing of Local Activation Fund period, with many looking to present projects after April 2022. Auckland Live is currently working on a range of venue improvement projects including a back of house refresh project, improving services for artists and crew in our venues, scoping improved accessibility in the Kiri Te Kanawa Theatre to support our kaupapa of comparable experiences over compliance and updating all CAD drawings for venues to

Investment and Industry Rōpū

SOI Programmes	Update
AFS Studio Build S7(2)(f)(i),(h),(i) LGOIMA 1987	<ul style="list-style-type: none"> The Auckland Film Studios project is underway. Piling is on schedule for completion by the end of January and footings for stage 3 are being established; 97 per cent of all demolition waste (excluding contaminated waste) was diverted from landfill.
Activate Tāmaki Makaurau	<ul style="list-style-type: none"> The \$50m support package was opened for businesses to apply for Business Advisory and/or Business Implementation funding on 1 December; 6103 registrations received (as at 17 Jan). This includes 562 Māori businesses (9%), and 492 (8%) Pasifika businesses.

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	<ul style="list-style-type: none"> \$2.65m has been awarded (approved applications) to 948 businesses, from \$17m total funds available for Business Advisory services. Average award at \$2788. There are 4180 businesses in the pipeline (registered for Business Advisory funding). We anticipate that the fund will close to new registrations by 17 February. \$872,000 has been committed (approved applications) to 225 businesses, from the \$27m available for Business Implementation services. Average award of \$3874.
Reactivate Tāmaki Makaurau	<ul style="list-style-type: none"> The Voucher scheme opened for registrations on 15 December. To date there have been more than 160,000 registrations. The first wave of vouchers (30,000) was released on 15 January with 11% redeemed in the first 2 days. Round 2 of the Local Activation Programme Fund closed on 11 Jan. In total there were 48 completed applications requesting a total of \$4.5m. Round 1 of the Discount Programme Fund closed 13 Jan. In total there were 14 completed applications requesting a total of \$1.5m. Funding decisions for the Local Activation Programme and the Discount Scheme were made on 20 Jan and applicants will be informed shortly after.
Business, Innovation and Support S7(2)(f)(i),(h),(i) LGOIMA 1987	<ul style="list-style-type: none"> Regional Business Partner activity has been scaled down to allow for the delivery of the Activate Tāmaki Makaurau programme. Innovation Precincts expansion approach will be presented to Auckland Unlimited Board on 26 Jan. Tāmaki Innovation Hub, a collaboration between Tāmaki Regeneration Company and AUL is scheduled to open February 2022. [REDACTED]
Skills and Workforce	<ul style="list-style-type: none"> Project Ikuna delivery of 200 devices (hardware) to our contracted education providers. Project on track during Alert Level 3 and subsequent change to traffic light framework and holiday period. Larger employers with sizable Pasifika staff are building into their long-term learning and development plans for the coming year to include micro-credentials for their employees. MBIE Q2 reporting awaiting sign off. (Project <i>Ikuna</i> is the \$8m over 4 years programme providing micro credentials to Pasifika workforce.)
Local Economic Development	<ul style="list-style-type: none"> Franklin Economic Broker review has been completed. Key recommendations support a 3-year term of the role with Franklin Local Board and firming up parameters of the broker role. The economic broker model will be extended across other local boards as necessary and determined between AUL and each local board.
Visitor Economy S7(2)(f)(i),(h) LGOIMA 1987	<ul style="list-style-type: none"> Auckland is Calling: Consumer marketing to attract domestic visitors has been underway since mid-December and will run to late January. A second wave of domestic marketing will start mid-February. [REDACTED] Promotion of events, visitor experiences across Auckland, hospitality and accommodation will be included in advertising. Regional Destination Management plans – final consultation will begin for Aotea Great Barrier Island and Waiheke Island now that New Zealanders are able to travel again. The plan for Matakana has also started. Go with Tourism – new Programme Director [REDACTED] (internal promotion) began in her new role December 20. [REDACTED]

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

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

SOI Programmes	Update
[REDACTED] S7(2)(f)(i),(h) LGOIMA 1987	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] <p>The project team will support the volunteers' programme design and planning in this FY, and the Whakangāhau event (regional event held in host city before main event), which is scheduled for May 2022. The Whakangāhau event coincides with the 50th anniversary of Te Matatini. All planning is being carried out with contingencies for COVID-19.</p>
[REDACTED] [REDACTED]	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED]

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<p>AUL Māori Outcomes Plan</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> • The Māori Outcomes Plan supports an effort over the next three years for each rūpū 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. • Bilingual Signage: Signage has been completed at Auckland Town Hall. Design work has been completed for The Civic, Shed 10, The Cloud and Bruce Mason Centre. Signage will be completed at The Civic over the next month, and a funding application will be completed to Council for stadium signage. • Capability building with the Board and staff will commence in February and run into early Q4. • The Māori Outcomes rūpū is providing input into the Reactivating Tāmaki Makaurau Auckland activity. • Māori Outcomes Director is part of FIFA Host City Steering Group, providing advice on cultural engagement and capability building. <p>█ [REDACTED]</p> <p>█ [REDACTED]</p> <p>█ [REDACTED]</p> <ul style="list-style-type: none"> • Destination Management Plans: Strategic relationship engagement and document review with a Māori outcomes lens for Waiheke Island and Great Barrier Island. • [REDACTED]
<p>[REDACTED]</p> <p>S7(2)(f)(i) LGOIMA 1987</p>	<p>█ [REDACTED]</p> <p>[REDACTED] [REDACTED] [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Whāriki Māori Business Network</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> • The first meeting with the Board Chair of the network was held in Q2. [REDACTED] <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Economic Development</p>	<ul style="list-style-type: none"> • The team attended the APEC 2021 session on the Māori economy. Insights from this will be used as part of scoping AUL's commitment to develop a targeted Māori Economic strategy for the Council group – future phases will include social procurement, skills and talent, the cultural economy and cultural Infrastructure. • Meetings continue with rangatira and staff of Mana Whenua entities, insights from these meetings are informing future planning for the roll out of Te Mahere Aronga and improvements for AUL's engagement. • Meetings continue with rangatira and staff of the Mana Whenua entities. AUL staff are now in discussion with Te Ahiwaru and Makaurau Marae about development of an eco-tourism initiative as a result of these hui. • The IMSB submitted a research report on the impact of the COVID-19 lockdowns on Māori businesses, which is being considered in the roll-out of the Activate Tāmaki Makaurau programme.

4. Corporate

Marketing and Communications

Workstreams	Update
Brand	<ul style="list-style-type: none"> Tāmaki Makaurau's New Year's Eve Vector Lights display was themed around the Auckland is Calling Tomokanga and featured a Māori warrior on the NZMM waka hourua, Haunui. It was broadcast on TVNZ and shared on social. Region of Wairuatanga place brand theme – the first shoot for New Year's Eve is complete. Planning and production for the remaining seven locations is underway with the project due for completion end of February. <i>Auckland is Calling</i> – management of brand consistency, including use of the Tomokanga for all elements of campaign locally, domestically, for events e.g., Pride month and with Auckland Council.
Communications S7(2)(f)(i) LGOIMA 1987	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> New Internal Communications Manager (Kate Berich) commenced 17 Jan – initial focus will include responsibility for the weekly CE email, regular all-staff call Taki Reo, Ako intranet stories and partnering with the new People Experience Manager on culture, values, transformation and change. Considerable ongoing communications for the government support packages – Activate Tāmaki Makaurau and Reactivating Tāmaki Makaurau Auckland. <p>S7(2)(f)(i) LGOIMA 1987</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Media	<p>Key external communications and media coverage for December relating to AUL's work included:</p> <ul style="list-style-type: none"> The Government announcement of the Reactivating Tāmaki Makaurau Auckland Support Package to help revive economic, social and cultural activities in Tāmaki Makaurau Auckland this summer. Cultural organisations reopening following the 107-day lockdown. Numerous enquiries about how Auckland, particularly tourism businesses, are faring following the lockdown, move into the traffic light system and what expectations are for the summer period. The opening of the Mary Quant exhibition at Auckland Art Gallery Toi o Tāmaki, featured across multiple media outlets and high-profile placements. Auckland's New Year's Eve celebrations achieved strong coverage with TVNZ and other local and international outlets. The video content shared on AUL channels achieved 84,818 video views, 184,867 reach, 14,562 total engagements and was shared by 1,545 people. The sentiment was very positive.
Marketing S7(2)(f)(i) LGOIMA 1987	<p>[REDACTED]</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> <i>Auckland is Calling</i> (domestic) and <i>Summer is Calling</i> (local) marketing campaigns went live in December and interim results will be collated in January. The campaign web presence on aucklandnz.com; aucklandlive; and ourauckland showcases the significant range of assets and activities Auckland has to offer. The events season is in full swing with marketing in progress for Lantern, Pasifika, Pride month and <i>Summer in the Square</i>, for example. Three events and seasons went on sale including <i>Chess the Musical</i>, NZ International Comedy Gala, and Auckland Live Pride shows. Resources have been diverted away from Invest and Skills marketing to focus on marketing for the Government support packages – Activate and Reactivating and to

	increase resourcing for screen marketing. The bookme voucher deals showcase the wide range of experiences on offer in Auckland across a range of price points.			
LGOIMAs	<ul style="list-style-type: none"> Three LGOIMAs are in process: <ul style="list-style-type: none"> A new Council-wide request has been received from a journalist about CCTV camera use, costs etc – she was provided with AUL information as part of an earlier Council-wide LGOIMA response (same requests sent to all councils around New Zealand). Reactivating Tāmaki Makaurau Auckland Support Package correspondence with government officials. Payments made to the law firm Atkins, Holm, Majurey in the past three years. 			
KPIs	Last month	This month	Comment	Status
Page views of brand home	1122	850	There was no marketing activity for the brand home over the holiday period. A lower number of new users registered through December (30 compared to an average of 55 per month), most downloads were from existing users.	
Download of brand assets	1,603	825	There was no ad spend through December for the page.	
Pieces of media coverage mentioning AUL	122	236	This coverage has a cumulative potential reach of 9,509,994 and an ASR of NZD \$2,144,824.	

People

Workstreams	Update
Wellbeing	<ul style="list-style-type: none"> Vaccination policy implementation: <ul style="list-style-type: none"> Status of collection of vaccination data: <div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> Business Partners are working with People leaders to consult with those employees who do not intend to get vaccinated or disclose their vaccination status. <div> <div></div> <div></div> </div> S7(2)(f)(i) LGOIMA 1987 <ul style="list-style-type: none"> Six Domains of Resilience series aimed at people leaders to launch in March Ten-week online resilience workshops covering different resilience and self-awareness coaching planned for all employees commencing February.
Recruitment	<ul style="list-style-type: none"> Head of Major Events has been filled and the Head of Communications is still open. Wider recruitment market continues to be challenging with low candidate supply in certain areas and inflated salary offer expectations. Our annualised turnover is 16.9% as at end of December, down from 17.1% the previous month.

Remuneration	<ul style="list-style-type: none">Tight recruitment market is placing pressure on retention measures for specialist and in-demand roles. Increased expectations to increase salaries for any internal job changes, as part of structural changes			
Metrics	November	December	Comment	Status
Engagement (Officevibe)	7.3	7.2	Engagement remains consistent at 7.2, with a drop in the participation rate due to the end of year office closure and summer holidays. Continuing to monitor both the result and the feedback comments for trends.	
Participation in Officevibe	57%	44%		

Health and Safety

Workstreams	Update			
H&S Committees	<ul style="list-style-type: none"> In December Auckland Zoo, NZ Maritime Museum, Auckland Stadiums and Victoria Street held H&S committee meetings. An Auckland Unlimited Wide H&S committee meeting was also held. 			
Policy & Process	<ul style="list-style-type: none"> The review of all H&S forms and guidance documents to cover the merged Auckland Unlimited organisation continues with several documents requiring further consultation with the business. The new Health and Safety page on Ako is live. The page has had a 'soft launch' (i.e., no comms sent out yet) and the H&S team will work through any issues with the page in the new year with an aim to send out relevant comms at a suitable point. 			
Safe 365	<ul style="list-style-type: none"> The H&S Business Partners continue to work with rōpū/Cultural Organisations on ways to continuously develop the safety culture and achieve better standards of H&S identified by Safe365 audits. There has been a "re-set" of baselines to align to new rōpū. As reported to the November Risk Committee the Safe365 report that was due to be presented to the Risk Committee and Board at the end of Q2 has been delayed by the lockdowns. 			
Covid-19 planning	<ul style="list-style-type: none"> Planning is underway to tackle the looming threat of the Omicron variant of COVID-19 spreading in the community. The H&S team is working with the People team to ensure AUL can use rapid antigen testing (RAT) for COVID-19 where it is deemed appropriate once a community outbreak is confirmed. The H&S team is working with the People team to look at offering booster COVID-19 vaccines to staff at the same time as regular flu vaccines (usually March/April). 			
Recruitment	<ul style="list-style-type: none"> A new Head of Health and Safety has been appointed and starts in February 2022. 			
Strategy	<ul style="list-style-type: none"> Team strategy day has been scheduled for early April 2022. Items to be discussed during this day include the organisational health and safety strategy, organisational health and safety culture and the structure of the health and safety team. 			
Health & Safety Report	<ul style="list-style-type: none"> The full Health and Safety Report can be found in the Resource Centre here. 			
Incidents	Last month	This month	Comment	Status
Minor staff incidents	4	3	Of the 3 minor staff incidents 1 required no treatment and 2 required first aid.	
Lost time incidents	2	1	An Auckland Zoo employee experienced a pain in their leg which doctor thinks was likely caused by moving stock in the shop storeroom. Staff member has been put on light duties to avoid further aggravation of their knee. Manual handling procedures in the shop storeroom will be assessed and improvements will be implemented where required.	

Digital

Workstreams	Update
<p>Shared Services (with Transformation)</p> <p>S7(2)(f)(i) LGOIMA 1987</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Cybersecurity Strategy and Governance</p> <p>S7(2)(f)(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> The AUL Digital team assessed the impact of, and implemented all mitigations required to secure our environment [REDACTED] over the weekend of 12 December, without disruption to our customers or the business. We have reassessed our NIST score based on the progress of the Cybersecurity program of work (for example Password management implementation, reduction of Domain Admins) and have seen an improvement from 1.3 to 1.5, towards a target of 3. We have added an organisational Cybersecurity status to the front page of Ako (our intranet) in response to a targeted organisational phishing attack, which resulted in us raising our alert level from aware to guarded. In addition to the awareness training being provided, this gives staff visibility and an understanding of times when they need to be particularly vigilant. This is a critical element of our cyber defences as 80% of attacks result from the actions taken by staff, and recent baseline phishing tests show that 20% of staff clicked on the phishing link. Cybersecurity awareness training has been rolled out to all areas of the organisation supported by former RFA technology (we cannot implement it on Council infrastructure), however the uptake has been relatively poor, with course completion rates of 38% for phishing and 52% for password management. We have developed a Cybersecurity risk register which highlights the prioritised key risks that the organisation is facing, our planned mitigation strategies and the timeframe within which they will be delivered. This will be presented to the Risk committee on 1 February KPMG have undertaken the first phase of our Cybersecurity audit, external penetration testing. This will report will be presented to the Risk Committee on 1 February along with management commentary on the findings. Cybersecurity Dashboard updates are attached in Appendix 1 of this report.
<p>COVID Omicron response</p>	<ul style="list-style-type: none"> The Digital Team are working on a BCP plan both at a Team and Key supplier level, to ensure that we mitigate risks once we have Omicron in the community and we are facing significant staff unavailability.
<p>I&I support</p>	<ul style="list-style-type: none"> Activate Tāmaki Makaurau – the digital team have supported the process mapping and implementation/ customisation of PBT's Salesforce solution to provide the business applicants and internal team with a solid and automated platform to manage the grants process. Explore Tāmaki Makaurau – the digital team has worked closely with Bookme (software supplier) to translate requirements and test the user journey for registration, allocation, provision and redemption of vouchers, and ensure that the site retained stability when we received 1,100 concurrent registrations per minute. We have also supported our own cultural organisations to ensure that the voucher redemption process works as expected.
<p>Digital Auckland (with marketing)</p>	<ul style="list-style-type: none"> User research has been completed and the results distilled and incorporated into the design of the solution. Work continues to better understand the former ATEED web stack before making a final decision on the technical architecture for the development of the hub.

	<ul style="list-style-type: none"> We have had calls with Amsterdam and Copenhagen to understand their city card proposition, both from a perspective of the underlying business model and the technical implementation. The Digital Auckland Hub concept will be presented at the Board meeting, with the intention of completing further work on costs and benefits prior to presenting a business case at the February Board meeting.
People	<ul style="list-style-type: none"> Our new Head of Digital Product will fill the vacant role on the Lead Team from 1 February and provide support in the development of business-driven technical roadmaps across AUL. We have recently had 2 BAs who signed contracts to join AUL, but then went on to take other jobs. The Digital recruitment market is incredibly hot right now, and we are in competition with ALL other industry sectors to secure candidates. We may have to accept in the short term that we continue to use contract resource rather than bring the roles in house, to resource projects.
Architecture	<ul style="list-style-type: none"> Our new Head of Architecture is focused on supporting the organisation implement solutions which are strategic and have longevity, and transition away from short term tactical fixes. Focus areas are: <ul style="list-style-type: none"> the connected commerce landscape, to ensure that we are developing out the capability to create a 360-degree customer view when we implement at the zoo alongside the work that has already been done at the gallery. Designing and building out a data lake which will provide the basis for our reporting platform, in addition to a middleware integration layer which enables a more cost effective and reusable solution to sharing data between systems and removing the need for manually creating spreadsheets outside of the core systems. Creating a single Digital Asset Management system which hosts imagery from across the whole of AUL. He is in the process of building out a team to include both a Solution Architect and Data Architect and Engineer to enable us to support the number of projects planned and in flight.
Transformation projects support	<ul style="list-style-type: none"> We are working closely with the transformation team to align the PMO with the Digital project delivery process, to enable both better project governance and resource planning across all projects. These include the city-wide calendar view, single finance system, Ungerboek roll out and the Workforce program. A large number of the transformation projects have a significant digital element, and we are providing architectural support to ensure that the solutions designed provide a solution which is secure and can be scaled to meet organisational needs.
Connected Commerce Project	<ul style="list-style-type: none"> The gallery membership project was delivered successfully ahead of the opening of the <i>Mary Quant</i> exhibition and has provided users with an easy to use and intuitive system. The next phase will focus on advancement processes and contemporary benefactor sign up and renewals. Work has commenced to develop a self-serve customer membership portal for the zoo which will support the simplified new product and pricing offering. This will also provide the technical basis for a self-serve portal for the gallery. In addition, a new Point of Sale (POS) solution will be implemented for the zoo, which will remove the current complexities of being on different networks and different product structures. We are starting to review ticketing solutions to determine whether a single Enterprise solution will meet the needs of the cultural organisations. This will provide the foundation of the ticketing capability for the Digital Auckland Hub.

KPIs	Actual	Target	Comment	Status
Cybersecurity posture	1.5	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.	
'Lights on' system availability	99.90%	99.9%	Measurement – availability of all systems.	
Customer services	17 days	10 days	Measurement – average ticket turnaround time. (An outlier ticket has affected the average which was 13 days when not included).	
Project delivery	81%	85%	Measurement – on time and within budget.	

Finance and Corporate Services

Workstreams	Update
Finance	<ul style="list-style-type: none"> December YTD financial performance represents a lower level of council funding than budgeted. Revenue shortfalls in the Cultural Organisations and Arts, Entertainment and Events offset by cost savings and wage subsidy with the final wage subsidy received in December. I&I net cost also beneath budget with timing impacts affecting both revenues and costs. Capital spend continuing to run at less than 60% of budget. Latest estimates of the Trust financial performance for FY22 indicates a net cost of services (i.e., council funding requirement) of \$5m above budget. This is driven primarily by revenue/gross margin at risk over the December–March period in particular, and depending on the traffic light rules and restrictions, event cancellations and the public response to being able to get out and about/behavioural hesitancy to participate in groups. The AUL 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 AUL Company full year is within budgeted council funding cost but with significant swings to reflect the income and grants from the Activate and Reactivating Tāmaki Makaurau support packages and timing differences in expenditures.
Risk	<ul style="list-style-type: none"> Risk workshop now planned for the 16 March 2022.
Planning	<ul style="list-style-type: none"> A separate paper has been provided to the Board on the Mayoral Proposal/Annual Plan. Work on a bottom-up view on FY23 has commenced and further details will be provided at February Board meeting.
Procurement	<ul style="list-style-type: none"> Single cross organisation procurement process implemented and working well.
Organisation Design	<ul style="list-style-type: none"> Lockdown has delayed commencing a restructure to a single Finance department however this work has now commenced.
Resource Centre Reports	<ul style="list-style-type: none"> Financial Performance Report Current Operational Risks Report Capital Programme Report

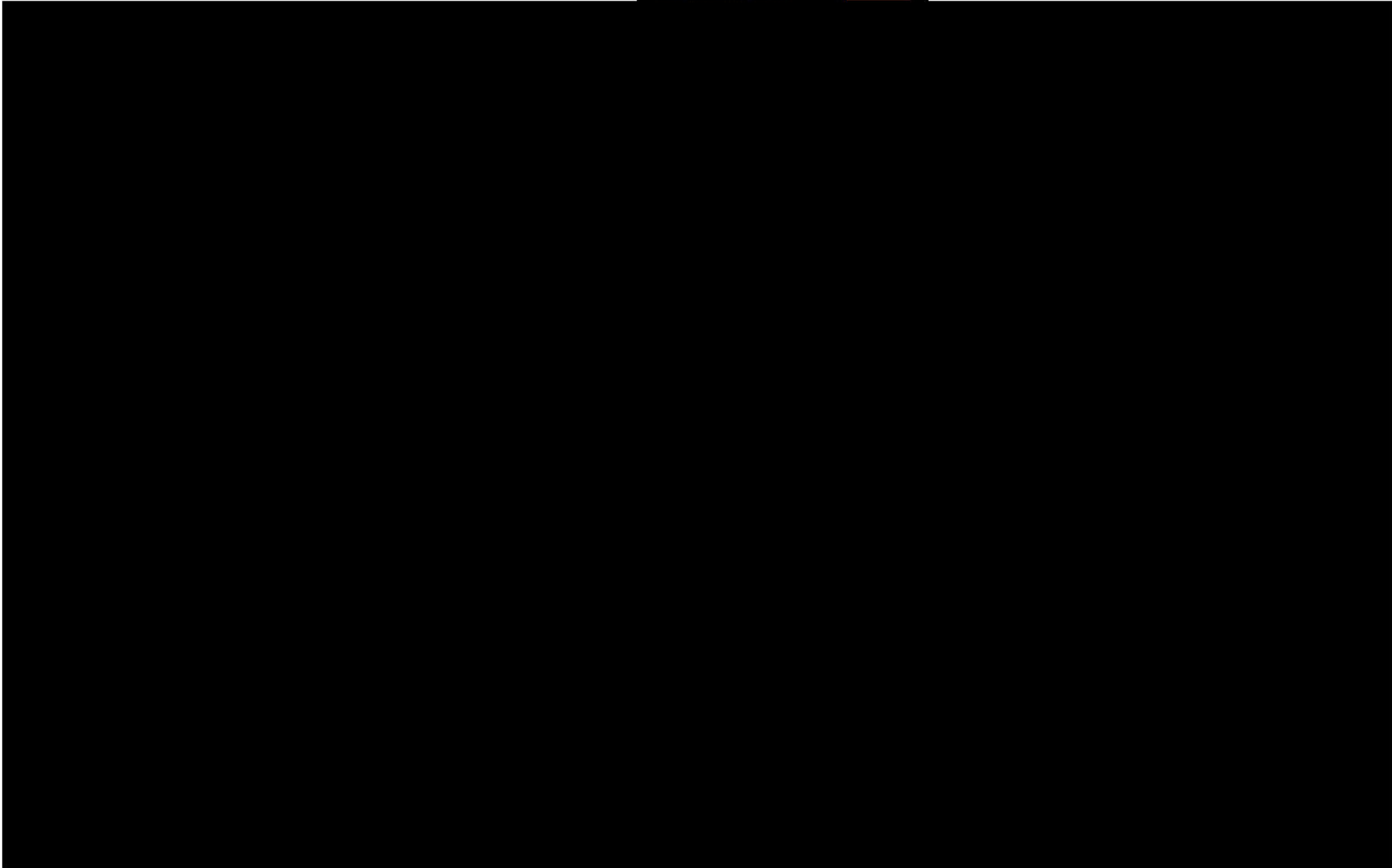
5. Transformation Programme

Key Workstreams (Q3/Q4)	Update	Next Steps	Status
PMO introducing good practice for managing and delivering projects at AUL	<p>In November, ELT approved in principle 65 projects/initiatives to Accelerate or Plan. The PMO implemented a project initiation process to scope, requirements, resourcing, timetable and funding of projects requested or underway across AUL. This embeds good project management practice and will help balance workload for ICT, Marcomms and PMO. Each project must submit a project initiation form (PIF).</p> <p>The project initiation process has engaged and reviewed with the project requester the following:</p> <ul style="list-style-type: none"> • 39 PIFs have been submitted out of the Top 65 (9 are organisation design projects and a handful of projects such as Capital/Marcomms were deemed as not yet requiring a PIF). • 13 PIF submissions were not from the Top 65 ELT Approved List (but submitted due to needing central services resources: digital/marcomms and having their own approved budgets). <p>Remainder of approved in principle with no PIFs completed from the Top 65 are assumed to not go ahead (PMO has followed up with Business Leads and if we haven't heard back, we haven't chased the PIFs)</p> <p>Most business leads have put indicative costs and we have updated those costs.</p> <ul style="list-style-type: none"> • Out of the Top 65 AND PIF Completed projects, the funding request amount is \$4,917,306 for the remainder of the FY. • 13 Additional PIFs submitted and the ones that require funding amounts to \$1,043,750 (all from I&I so these unlisted/unapproved ones can potentially be approved by Director I&I and proceed. However due to their central services requests, we are still asking them to go through the PMO process) <p>PMO is assessing resourcing capability (ICT, Marcomms and PMO) to deliver all approved projects to ELT.</p>	<p>Finance to complete full reconciliation of what funding to date has been spent on projects and to review the level of funding remaining that is yet to be allocated.</p> <p><u>Risks/Constraints:</u> There is a potential shortfall in ability to fully fund approved in principle projects. PMO will update ELT once Finance have completed cost analysis and spend to date on projects.</p> <p>Work is underway with these functions to develop a capacity planning and resourcing process to help them manage and prioritise workload.</p> <p>A small number of projects need to be rolled up into a portfolio of initiatives given significant dependencies e.g., Ungerboek, Humanforce and Finance need to be considered as a AUL transformation programme.</p>	

<p>Major Transformation or Strategic Projects underway</p>	<p>Finance: We have identified an opportunity to make this a programme of work especially given the constraints detailed below. This may mean presenting more than a business case. For example:</p> <ol style="list-style-type: none"> 1. We have a business case that can focus on quick wins to work toward a single FMIS platform and to remove some of the waste. Two key options at this stage: <ol style="list-style-type: none"> a. API data integration between UB and SAP b. Moving activities from UB / other to Auckland Council Shares Services (SAP) (ACSS). 2. Big picture business case: identify for AUL and ex RFA three options: (1) do nothing (2) ACSS (SAP) (3) New FMIS. <p><u>Risks / constraints:</u></p> <ul style="list-style-type: none"> • For Point 1 above we have a risk for sunk cost if the ACSS review proposes a new FMIS / relationship for AU. • For Point 2 above there may be a risk around timing and budget. We have the ICT review and ACSS review and the options to consider are dependent on the outcomes of those reviews. • For both Points 1 and 2 we hear concerns there may be limited budget to commence work in FY 2023. • For both Points 1 and 2 we need to establish a formal governance structure to support the programme. <p>Ungerboeck rollout to the Cultural Organisation functions (Zoo, Art Gallery and Maritima Museum)</p> <ul style="list-style-type: none"> • Current discussions underway to understand the project structure, plan, resources. <p>Workforce Planning project and review of Humanforce platform identified need to shift from tech driven to business driven. Project resources diverted to covid response priorities /initiatives and project was put on hold pending some technical/operational actions needing resolution, such as transitioning the remaining Security team members onto HumanForce.</p> <p>Currently on hold but engagement is underway to assess if we can commence e.g., quick wins.</p>	<p>Next steps:</p> <ul style="list-style-type: none"> • Continue to complete business case for Point 1. • Work with Digital and Finance to agree approach and timeframe for Point 2. • Work with PMO to assess the constraints and risks and next steps. <p><u>Risks/Constraints:</u> Council Group shared services and future state technology configuration (Council v AUL) may limit the preferred solution agreed with AUL's key stakeholders.</p> <p>The review led by Deloitte is behind schedule. Key findings and recommendations are likely to be submitted April/May at the earliest. The way forward for the finance function solution is contingent on the outcome of this review.</p>	
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TOM people structure changes	Completion of re-organisation deferred to May/June 2022.	No further support from C&T until end of Q3.	
Lifting Capability	<p>All staff Developed a learning curriculum for AUL staff. This included learning paths and specific courses The material is sourced through LinkedIn Learning platform and is free of charge.</p> <ol style="list-style-type: none"> 1. Mandatory programme for project management related activities 2. a self-selection of courses for all staff in analytical, problem-solving tools and use of MS applications such as Excel and Power BI. <p>Building the C&T team 2 vacancies remain unfilled due to lack of good candidates for the roles: 1 project coordinator and 1 Business analyst.</p>	<p>Identify and agree with directors list of staff to put through mandatory training.</p> <p>Launch survey across all staff to shortlist self-selection courses to offer to all staff.</p> <p>Review with People leadership team course content to offer prior to launch.</p> <p>Onboard remaining new project manager on 24 Jan.</p> <p>Re-advertising for the roles both internally and externally</p>	
Ways of working	<p>MS Teams adoption progressing to plan. Refresher training sessions scheduled for staff who missed sessions in November/December last year</p> <p>C&T and PMO Website The Project Management Office is developing a comprehensive intranet site at the end of February for Auckland Unlimited staff. The site will connect users across the organisation with project management resources, tools, KPI dashboards and showcase some of the amazing projects currently underway with real-time graphs. Additional features include new workplace training resources.</p>	<p>Continue training of product champions for completion by March. Implementation of MS Teams projected to start in mid/late Jan.</p> <p>Design phase aim will be finalised end of January and then start the build. We will do a hard launch at the end of March of the full site</p>	
Accommodation for AUL staff	<p><i>Interim Consolidation of Queen Street staff into Vic Street.</i></p> <p>Security Operations Centre (formerly AC36 MEOC) Lease negotiated and will commence from 1 January 2022.</p> <p>Network:</p> <ul style="list-style-type: none"> • Council line to site has had ownership changed to AU. • Configuration commenced with completion expected by 1 February. • Security team implementing monitoring setup. • Security team to occupy site from 1 February 2022 <p>Victoria St</p> <ul style="list-style-type: none"> • Layout plans completed. 	<p>Staff move planned for 1 February. This will be a staged move of staff out of Queen Street in February.</p> <p>Unispace working with AUL to review final layout prior to finalising and submission to ELT for approval.</p>	

	<ul style="list-style-type: none"> • Budget confirmed – \$160k. • Additional costs added for change management and some workplace behaviour development. • Workplace Utilisation Survey sent to staff. • Comms with impacted staff underway. • Engaged with Unispace to review planned layout for level 6&7. • We may need 2 additional 4/6 seat meeting rooms <p>100 Mayoral Drive</p> <ul style="list-style-type: none"> • Lease to be extended for 12 months to allow planning of requirements at Aotea Centre, L4. • ICT team to remain at site <p>L4, Aotea Centre Requirements discovery to begin late Q3.</p> <p>Permanent and long-term solution for staff relocation Presented to ELT report on long term options for consolidation of all staff with 2 options identified as preferred.</p>	<p>Once staff have been moved to Victoria Street, review options for long term move at the beginning of the next financial year for submission to ELT.</p>	
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Auckland Unlimited – Financials

For the period ending 31 December 2021

Consolidated Auckland Unlimited Financials



Direct operating performance

(\$ million)	Notes	FY21	FY22 YTD			FY22
		Actual	Actual	Adjusted Budget	Variance	SOI Budget
Net direct expenditure	A	86.9	54.5	60.7	6.2	107.8
Direct revenue	B	81.7	30.0	42.1	(12.1)	88.0
Fees & user charges		24.3	6.3	16.9	(10.6)	39.5
Operating grants and subsidies		27.1	13.4	9.8	3.6	16.8
Other direct revenue		30.3	10.3	15.4	(5.1)	31.7
Direct expenditure	C	168.6	84.5	102.8	18.3	195.8
Employee benefits		75.3	43.5	42.4	(1.1)	80.8
Grants, contributions & sponsorship		9.3	3.8	6.6	2.8	12.6
Other direct expenditure		84.0	37.2	53.8	16.6	102.4
Other key operating lines						
AC operating funding		96.0	58.6	60.7	2.1	107.8
AC capital funding	D	46.4	17.7	30.5	12.8	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
Capital Contributions		0.0	0.2	0.0	0.2	0.0
Depreciation		39.0	19.0	22.5	3.5	45.7
Donated Artworks		2.2	0.6	0.0	0.6	0.0
Net interest revenue (expense)		0.2	0.1	0.0	0.1	(0.1)



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 regarding 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 the COVID lockdown stopping work at Level 4, operational constraints impacting in Level 3 and ongoing supply chain constraints.

Outlook:

COVID will continue to have further revenue impact over the months to come as Auckland moves through the COVID traffic light levels, with costs controlled to partially mitigate revenue impacts. We will continue to assess the implications of the COVID traffic light system as our operations gradually return. 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.