Board Meeting Agenda (PUBLIC)



9.00 a.m. Wednesday 27 January 2021

Limelight Room L3, Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration		
PROC	PROCEDURAL						
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins		
2	Minutes 25 November 2020 (RFA and ATEED) and Action Tracker ¹	To Approve	T&C				
3	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C				
CEO F	REPORT AND PERFORMANCE REPORTING						
4	Public CEO Report, Nick Hill 1. Financial Performance Report 2. Top 10 Risks (RC) ² 3. Health and Safety Report (RC) ² 4. Capital Programme (RC) ² 5. LGOIMA Register (RC) ³	To Note	T&C	9.05 a.m.	55 mins		
SIGNI	FICANT STRATEGIC MATTERS						
5	Auckland Unlimited Transformation - Phase 2, Nick Hill ²	To Discuss	T&C	10.00 a.m.	2 hours		
6	Board Strategy Day Presentation, Nick Hill and Noah Maffitt ²	To Discuss	T&C				
7	Accommodation Provider Targeted Rate, Nick Hill and Steve Armitage ²	To Discuss	С				
LUNC	Н			12.00 p.m.	30 mins		
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Υ					
8	Auckland Film Studios, Pam Ford ⁴	To Approve	С	12.30 p.m.	1 hour		
9	Innovation Precincts, Pam Ford ¹	To Approve	С		45 mins		
10	Regional Events Funding Agreement, Steve Armitage ²	To Approve	С				
11	Major Events National Programme 2021/22, Steve Armitage ⁴	To Approve	С				

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

³ S7(2)(a),(f)(i) LGOIMA 1987

⁴ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

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Item	Subject	Action	Trust/Co.	Start Time	Duration	
12	Ocean Race Contract, Nick Hill 5	To Approve	С			
13	Mt. Smart, James Parkinson ⁵	To Approve	Т			
14	Destination Committee 19 January Meeting Verbal Update, Mark Franklin	To Note	С			
BOAR	BOARD PRIVATE SESSIONS					
15	Board Private Session with CEO and Board Private Session	To Discuss	T & C	2.15 p.m.	15 mins	
	Close of Meeting			2.30 p.m.		

Papers are withheld from this Public Board Pack, and redactions are made to the papers within this Public Board Pack, pursuant to S7(2) of the Local Government Official Information and Meetings Act 1987 (see overleaf)

⁵ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

Board Meeting Agenda (PUBLIC)



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

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

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



Register of Directors Interests

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

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		Todd Property Groups together with all subsidiaries (Director) BBIG Group together with its subsidiaries (Director) Western Hills Holdings Limited (Director) WIN Limited (Director) Priory Pastoral Developments Limited (Director) Priory Pastoral Farm Limited (Director) Tamaki 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 Arts Festival (Trustee) Auckland City Mission (Trustee) Melanesian Mission Trust Board (Trustee)		
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	
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) Ngāt Whaotapu (Trustee) Meremere Marae Charitable Trust (Trustee)	Registered Celebrants of Aoteaoa (Member) Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		Stanmore Bay Primary School (Trustee) Tahu Hikuroa Foundation (Trustee) Indigenous Growth Limited (Advisory Board Chair) Massey University Executive Education (Advisory Board Member) Digital Advisory Board of MIT (Advisory Board Member) University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)		

DIRECTORS' INSURANCE COVER

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

Rolling 12-Month Work Programme

January 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-21		CEO Report*	APTR Transformation Phase 2	Destination Committee - 19 Jan Board Meeting - 27 Jan Director Appointments - Committee Induction and Applications
Feb-21	 Financial reporting for the ½ Year ended 31 December 2020 Q2 SOI Report to Council Q2 Risk Report to Council A&R Com. Annual Plan FY21/22 	 CEO Report* Quarterly Forecast Report Net Promoter Score Quarter Update 	Board Strategy Day	 Risk Committee - 3 Feb (½Y Acts) Board Meeting - 5 Feb (½Y Acts.) Board Strategy Day - 12 Feb Destination Committee - 24 Feb Board Meeting - 24 Feb
Mar-21	Draft 2021 -2024 Statement of Intent	CEO Report*Board Committee Charter Review		Destination Committee - 23 Mar Board Meeting - 31 Mar
Apr-21	 Q3 SOI Report to Council Q3 Risk Report to Council A&R Com. 	 CEO Report* Quarterly Forecast Report Net Promoter Score Quarter Update 		Risk Committee - 19 April Destination Committee - 20 April Board Meeting - 28 April
May-21	Draft 2021 -2024 Statement of Intent	 CEO Report* 2021/2022 Draft Budget Proposal 		Destination Committee - 26 May Board Meeting - 26 May Director Appointments Committee – Interviewing
Jun-21	Recommendation for board members for the AWMM and MOTAT Boards	 CEO Report* Annual Insurance Renewal Audit NZ Engagement and Fees FY21- 23 		Destination Committee - 22 Jun Board Meeting - 30 Jun



January 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	 Public Board meeting to consider shareholder feedback on SOI 2020 -2023 Statement of Intent Financial reporting for the year ended 30 June 2020 Q4 Statement of Intent Report Q4 Risk Report to Council End of Year Risk Report to Council A&R Com. 	CEO Report* 2020/2021 Draft Budget	Public Board meeting	 Risk Committee - 26 July Destination Committee - 20 July Board Meeting - 28 July
Aug-21	Annual Reports	CEO Report*		Destination Committee - 25 AugBoard Meeting - 25 Aug
Sep-21			Annual H&S Framework and Policy Review	Destination Committee - 21 SepBoard Meeting - 29 Sep
Oct-21	Public Board to consider Annual Report		Public Board meeting	 Risk Committee - 20 Oct Destination Committee - 19 Oct Board Meeting - 27 Oct
Nov-21	Destination CommitteeQ1 Risk Report to Council	CEO Report*		Destination Committee - 24 NovBoard Meeting - 24 Nov
Dec-21				No Board Meeting

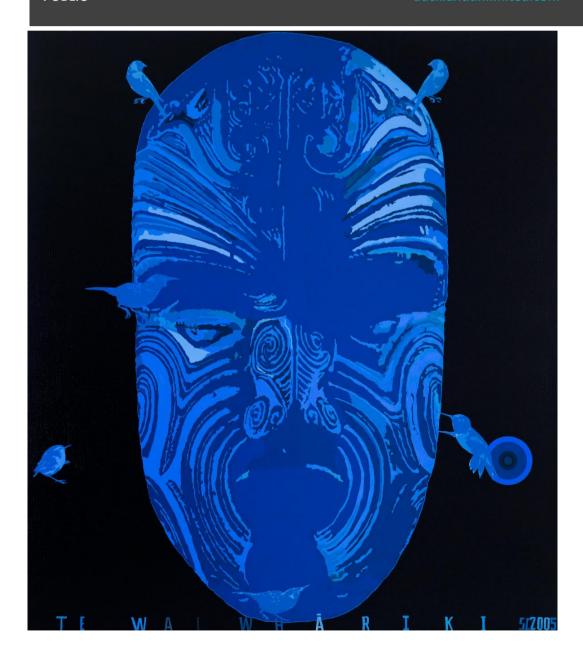




Chief Executive Report

For the month of December 2020 **PUBLIC**

aucklandunlimited.com



Toi Tū Toi Ora: Contemporary Māori Art Shane Cotton, Te Waiwhariki, 2004, Auckland Art Gallery Toi o Tāmaki, gift of the Patrons of the Auckland Art Gallery, 2005

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Overview and Key Issues

A strong start

• Auckland Unlimited started life strongly through December and January. From the successful launch of the ground-breaking Toi Tu Toi Ora exhibition at the Gallery, record visitor numbers at the zoo, the opening of the Maritime Museum's new entrance and cafeteria to the start of the America's Cup Regatta, Auckland Live's Summer in the Square and the New Year's Eve celebrations on the waterfront from Silo Park to Britomart, we have generated exciting and well-attended attractions for Aucklanders and visitors to the city. We have achieved excellent media coverage, and the Auckland Unlimited name has been increasingly visible. The quality of international media coverage has been excellent, and the images of the harbour and city created by the Christmas Cup and Prada Cup are compelling (including digital branding on the televised racecourse of "Auckland, New Zealand").

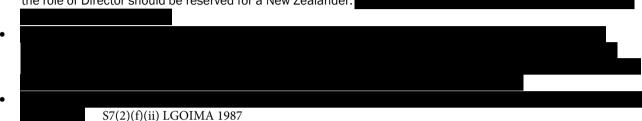
COVID19 risk is escalating

- The serious deterioration in COVID 19 globally over the last month has implications for Auckland Unlimited. The more virulent strains are likely to be more difficult to contain in New Zealand's MIQ, and if a case emerges in the community, we expect the Government to move immediately to lockdown. This presents major risk as the level of activity increases across our business, particularly as people return to our cultural institutions, with AC36 underway and with the cultural festivals and Summernova planned for the next couple of months.
- Furthermore, the deteriorating situation in Australia will push the travel bubble further away, creating more stress for businesses and employees in the visitor economy. Against this background, we are planning against a conservative scenario of heightened risk of lockdown and limited movement across the border for the next 6 months. We have reviewed our contingency management plans (the legacy RFA and ATEED plans) and have taken the opportunity to develop a single organisation COVID response plan.
- There are a couple of other important implications:
 - o the work we are doing on increasing capacity and access to MIQ for economically critical groups seeking to enter the country is unlikely to progress far politically; and

 the logic of resuming collection of the APTR from 1 April looks difficult to justify. (We have prepared a short Board paper, reviewed by the Board's Destination Committee, on managing the potential loss of the APTR for a further period).

Canvas story on the Gallery

Last Saturday the NZ Herald's Canvas magazine carried a story about curator of the Toi Tu Toi Ora exhibition Nigel
Borrell's resignation from the Art Gallery. Nigel said he resigned because of differences with the Director over the
direction of the Gallery and went on to talk about institutional racism. Others in the article talked about whether
the role of Director should be reserved for a New Zealander.



Eden Park resource consent

On Friday last week a panel of planning commissioners gave consent to Eden Park to hold six concerts. There is a
three-week period to lodge appeals. The consent further fuels debate on the future of Auckland's stadia and what
approach Auckland Unlimited will take to stadia management and investment. I am proposing to bring a paper to
the February Board meeting with a recommended approach. In the meantime, I am can provide a verbal update
on work to date at the Board meeting.

Cultural infrastructure progress

• The Chair, Paul Brewer and I attended a Board meeting of the Auckland War Memorial Museum and we also met with the Chair and Director of MOTAT.

Auckland Economic Outlook

Current situation

- Economic activity in Auckland has been heavily affected by Covid-19 but is now well on the path to recovery.
 Nowhere is the recovery more evident than in Auckland's red-hot housing market. A re-invigorated housing market has, in turn, supported consumer spending, which is now back at pre-Covid-19 levels.
- Firms were feeling positive to finish 2020. But we expect the economy will experience a wobble in early 2021, reflecting a technical pull-back, the seasonal impact of the closed border, and policy supports wearing off. That means a technical recession and potentially a pull-back in recent business optimism.
- The loss of foreign visitor arrivals has been a big deal for the Auckland major tourism region having a large impact. The subsequent loss of spending has been felt acutely by firms in tourism related industries, such as travel services and hospitality, some of which have been forced to close with resultant job losses.
- The situation has been made worse by a significant fall in domestic business travel to the region, as well as the loss of international feepaying students.

Future outlook

- Auckland's economic recovery will continue over the coming quarters, and this will help it to close the gap on other regions that have been less affected by Covid-19.
- Indeed, the Auckland region is likely to be one of those regions, that will benefit from the proposed travel bubble
 with Australia in 2021. This is expected to provide a big shot in the arm to the local hospitality industry, in
 particular. The region is also likely to be among those that benefits most from a gradual lifting of restrictions on
 travellers from other countries later in 2021, although a return to pre-Covid vibrancy in tourism remains some way
 off.
- Increasing domestic demand should also provide the region's large manufacturing sector with a big shot in the
 arm. Improving global economic conditions are also likely to provide the region's exporting manufacturers with
 some cause for cheer.

- The region also stands to benefit from the accelerated adoption of new digital technologies in the wake of Covid-19. This is likely to favour big population centres like Auckland, with a large digital retail domestic demand and a large proportion of manufacturers in the region that should benefit from digital technologies in other ways.
- Given the size, scale, and scope of business activities in Auckland, manufacturers in the region are better positioned than most to benefit from resulting productivity gains.
- Notwithstanding a relatively positive outlook on total GDP, the major risk is that the recovery takes a "K" shape
 meaning that a proportion of the community are severely negatively affected while the rest of the community
 benefit. The particular concern is that it is already vulnerable groups that are adversely affected increasing levels
 of disparity.

Key Highlights

- As of 1 December, the legacy organisations of ATEED and RFA merged to form a new entity: Auckland Unlimited.
 Work on a Te Reo Māori name is progressing well, with involvement from the Mana Whenua Kaitiaki Forum and
 individual iwi.
- 36th America's Cup: The Prada America's Cup World Series Auckland and Prada Christmas Race ran successfully between 17-20 December.
- The "Pacific Skills Shift Initiative" contract with central government was signed in December; and Auckland Unlimited funding for the Tamaki Innovation Hub was released in December 2020 spearheading the Tamaki Regeneration Company innovation initiative.
- In December, Toi Tū Toi Ora: Contemporary Maori Art opened successfully, and Auckland Live & Conventions, hosted over 80 individual events, four speedway meets, and rounds one and two of a Midget Grand Slam Series were held in Western Springs Stadium. There was a total of 66.4k visitors to the Zoo for the full month of December (against a budget figure of 52.9k). New Zealand Maritime Museum reopened Blue Water Black Magic in December and 8,044 people visited the Museum's galleries
- Auckland region closed the year on a path towards recovery and the region's economy has done much better than
 anticipated, with a large increase in consumer spending. However, with no external boost from inbound tourism or
 migration on the horizon, and many of our investment and trading partners tightening rather than easing Covid
 restrictions, the Auckland region will continue to be heavily affected by Covid-19.

Economic Development

- Regional Business Partner Network (RBP) programme: The RBP team/platform has continued to deliver the Covid19 Business Advisory Fund and the Tourism Transition Fund. 7,893 Auckland businesses have registered on the
 RBPN platform between 23 March and 31 October 2020 seven times as many as the average number of
 registrations in the previous five years. In November the team transitioned to the new online platform which is still
 being tested. The team has also been engaging with those clients who missed out on Covid funding and offering
 them alternative Management Capability funding or Tourism transition funding if appropriate.
 - Overall were 395 Management Capability assessments, 74 Tourism Transition Fund assessments, 107
 Covid19 Business Advisory assessment and 14 Business Clinics for startups.
 - The R&D team remain productive with 43 R&D/Innovation assessments during December, along with 4 R&D grants valued at \$260K and 5 R&D Loans issued, valued at \$1.5M.
 - Total number of COVID-19 & TTF vouchers allocated since 23 March 2020 to businesses is 6,391 vouchers with a total value of \$17,959,241. Average COVID-19 & TTF voucher value in October was \$3,438 up by 8.6% from September and 10.3% higher than in August.
 - Total number of MCDF vouchers allocated to in 2020-21 FY was 238 vouchers, with a total value of \$697,548. The average value allocated to businesses was \$2,931.
- Pacific Skills Shift (PSSI): Contract executed and signed with the Ministry of Business Innovation and Employment.
 Delivery planning and recruitment underway, also marketing, communications and procurement processes, and micro-credential development are being initiated.
- Future of Work (ROVE): Brinks completed its pilot of the PSSI programme and held a graduation for participants.
 Filming of the other pilot firm, Sanford, complete, and joint marketing communication to go live this year. Final RoVE endorsement submitted.
- Screen Creative Careers Research: This project will inform the development of 'on-the-job' learning and training
 programmes through the creative technology hub. (Follows similar careers programmes for construction,
 BuildAKL, and tourism, Go with Tourism). Executed a MOU with NZ Film Commission for external funding.
- Screen Facilitation: 67 permit applications were received in December (884 for 2020 calendar year). 25 enquiries and, 10 Feasibility enquiries were received in December.

- Screen infrastructure Auckland Film Studio: All AFS development funding and authorisations have been approved.
 Project detailed business case drafted and to be presented to Auckland Unlimited Board in January.
- InvestAKL: Investment deals FY21 to date \$503.5m across 4 deals. The general election outcomes and their
 impact for investors, including thirty-five investable opportunities have been published on the website.
- Managed Isolation Project: As one of the key actions from Auckland's Future Now, the steering Group was created to coordinate the private sector response and advocate for increased capacity in MIQ for vital foreign nationals, including key workers, students and high value tourists. The steering group now includes 30 members across business as well as the Christchurch and Wellington EDAs. Key outputs in Q2 included the development of an economic analysis by Sense Partners on the impact of the current border settings and the opportunities created by an increase in border MIQ capacity, this has included BusinessNZ survey data, Auckland Unlimited survey and market demand analysis.
- South Auckland Drury Land Use Project: Designed to understand industries suitable for the Drury area, with a view
 to learning about the jobs landscape, skills gaps and land use in the area. The study has been awarded to Martin
 Jenkins and Colliers and is co-funded by NZTE. Stakeholders include Auckland Council, Kāinga Ora, Ministry of
 Housing and Urban Development, Ministry of Health, NZTE and Developers in Drury
- Tamaki Innovation Hub: This project seeks funding to be provided to Tāmaki Regeneration Company (TRC) by way
 of a grant to pilot an innovation hub in Tāmaki for an 18-month period. The funding would be used to fund 50% of
 the total costs of TRC employing an Innovation Community Manager and a Community Coordinator to curate and
 activate the space, support hub users, and connect Tāmaki and its innovators with the wider innovation
 ecosystem. Funding agreement executed and first funding payment made in December.

Destination

- Go with Tourism: dates and locations confirmed for five Go with Tourism (GWT) Expos in 2021 in partnership with NZ Careers Expo: Christchurch (13-15 May), Auckland (20-22 May), Dunedin (9 June), Hamilton (13-14 June) and Wellington (25-26 June).
 - Passport to the World: a training event was delivered on 5 December and saw over 20 people attend inperson, with six attendees being sponsored to be flown from around New Zealand to participate. There were 68 virtual viewers from around New Zealand, the Pacific, and 17 other countries.
 - o The Pledge a Placement programme continued to work with industry contacts over the summer break to facilitate as many placements as it could, to date over 100 individuals have entered placements.
- Tourism marketing
 - Tourism New Zealand (TNZ): Planning continued with TNZ on their upcoming urban leisure travel campaign which focusses on NZ's cities and getting kiwis to participate in the tourism activities in urban centres. The campaign will run until the end of February and will feature landing pages for each of the major regions, including Auckland.
 - Planning is underway for an Auckland only campaign to promote short break/weekend travel to independent professionals in our FLY and DRIVE markets (in-market from March), a Waikato/Auckland campaign to promote short break/weekend travel to independent professionals and younger families (in market from March) and to promote Auckland and Northland journeys road trips.
 - Australia planning for Australia marketing activity continues. Next steps are to be determined based on border announcements and discussions with TNZ and Auckland Airport.
 - o Iconic Auckland Eats: Marketing activity to promote 100 Iconic Eats ran through December and will finish mid-January. Awarded eateries received social assets for promotion, feedback has been very positive.
- 36th America's Cup: The Prada America's Cup World Series Auckland and Prada Christmas Race ran successfully between 17-20 December.
- Summernova Festival: Auckland Unlimited has developed a city-wide events and activations
 programme, <u>Summernova Festival Series</u>, designed to wrap around the 36th America's Cup, and encourage
 greater dispersal of people and economic benefits across the Auckland region. December Summernova activity
 included: Satellite Show of Toi Tū Ora, Love Your Maunga ki Maunguika, I love Takapuna Beachside Grandstand,
 and Summer Fun at the Village.
- Auckland's Midnight Moment: Auckland led the world's New Year's Eve celebrations with lighting and fireworks
 displays from the region's iconic landmarks. Auckland's midnight moment was broadcast live on TVNZ around
 New Zealand and the world via syndication to international media outlets. People gathered at various vantage
 points across the region to view the displays, with many coming into the central city to enjoy restaurants, bars and
 events, and free entertainment at the America's Cup Race Village, where an estimated 13,000 people convened
 as midnight arrived.

- 2024 World Choir Games was officially announced on 10 December 2020. The event scheduled is expected to be confirmed in June/July 2021.
- Badminton Junior World Champs were originally scheduled to take place in 2021 now confirmed for 2024.
- Auckland Convention Bureau's (ACB) business events opportunities supported YTD December FY20/21 FY20/21 30 wins, with a Total Impact Estimated Value of \$10.7m, generating 28,401 visitor nights from a total of 7078 attendees. The estimated visitor spend of these opportunities is \$10.1m. As at end December 2020, ACB has accumulated total of 107 opportunities which were won for Auckland which will take place from now until 2027.
- Auckland's business events ambassador programme, the Auckland Advocate Alliance, which has so far helped to
 inject \$40m into the city's economy has welcomed its 50th member. Starting with just 14 members in 2015,
 the alliance was the first of its kind to launch in New Zealand and is managed by ACB to support local academics
 and sector experts to bring high-profile conferences and events to Auckland.

Auckland Art Gallery

- Toi Tū Toi Ora: Contemporary Maori Art opened successfully in early December, attendance, shop sales, and Café traffic have been exceptionally strong.
 - o A successful holiday gift membership campaign featuring *Toi Tū Toi Ora* contributed 152 new members.
 - In December, the shop had its second highest gross sales ever (\$182,000); January continues strong. Onlines sales are a major (and growing) contributor.
- Media coverage has included radio, magazines, and the Australian AP. The Gallery's website use and social
 media channels are experiencing strong growth. Specialist Maori media agency Mahi Tahi has produced a wellreceived a video by Māori rapper Melodownz and a nationwide marketing campaign is aimed at increasing
 awareness and driving visitation.
- Gallery Assistants are receiving ongoing training in te reo Māori and how to support diverse visitors. The newly
 appointed kaiarahi are key to these efforts. Visitor response is very positive.
- Gallery-organised exhibitions Louise Henderson: From Life, and Frances Hodgkins: European Journeys have returned from successful national tours; works are being returned to storage or to lenders.
- Fit out of the new collection storage facility in Wiri continues, along with collection preparation. Systems testing and acclimatization are beginning.
- Upgrade of building A partnership between Ignite Architecture Ltd and Dave Pearson Architects Ltd has been selected for the assessment and design phase of a major project to replace the slate roof of the Gallery's 1880's heritage building, upgrade its windows, and repaint the facade. This phase of work will be completed by 30 June.
- Upcoming activity, key events, initiatives The corps of Kaiarahi is receiving training in offering Te reo Māori tours of Toi Toi Ora. Tours will commence in February.

Auckland Live

- Auckland Live & Conventions, hosted 80 individual events over the December period to near 60,000 attendees.
 Events included free and low-cost activities, meetings, functions, graduations, and citizenship ceremonies. Live's programming investment represented 20% of these activities over the month and 8% represented resident hirers and festival activity.
- Summer in the Square kicked off its nautical thematic and delivered the first America's Cup race day activation alongside seasonal Christmas activation for the city, with approximately 5,000 attendances.
- The Terrace The new menu continues to attract strong patronage to The Terrace, and with the seasonal period and alignment to America's Cup Race Day activation, the December results showed a 60% improvement on budgeted position.
- The Royal New Zealand Ballet's return to Auckland with The Sleeping Beauty was well received, with a 27% increase in attendance on the previous year across both Auckland City Centre and Takapuna presentations.
- Joint venture Auckland Writers Festival: Auckland Live has commenced discussions with the Auckland Writers
 Festival to co-present the international production of Blindness by Simon Stephens, based on the book by Jose
 Saramago. The work has audiences sitting in pairs in isolated bubbles, with a lighting and sound experience
 accompanying the storytelling of the 1995 dystopian novel through individual headsets.
- Auckland Philharmonia's lease for office space within Auckland Town Hall is currently being finalised for extension for an additional three- to five-year period.
- The Lion King Auckland season project terms: Auckland Live team members worked with Spark Arena and representatives of Michael Coppel to pull together the overall production budget for a season of The Lion King at Spark Arena mid-year.
- Upcoming activity, key events, initiatives- January is a forecast quiet month for Auckland Live and Conventions with a primary focus on planned maintenance and system improvements. Programmes in preparation include:

- Summer in the Square Pride Party edition: As a part of the overall programme, Auckland Live has partnered with Auckland Pride to host Pride Party on 28 February 28.
- Auckland Fringe Festival Fringe Town: Now in its third iteration, Auckland Live Fringe Town will be announced to the public on 13 January and delivered as a part of the Auckland Fringe Festival in February. The 2021 programme contains dance, theatre, live music, cooking and game design. A highlight of 2021 will be the inclusion of several artists as headline acts who performed in smaller spaces in the 2019 Fringe Town event, highlighting Auckland Live's role in supporting the development of NZ artists.
- Elemental: Auckland Live will commence working with the Major Events team on how best to activate Aotea Square for Elemental. The intent is to complement the programming in venues across the site and encourage a strong connection to the Live Nation Elemental specific programme planned for Auckland Town Hall.
- International content: The first of the international artists to return to Auckland Live venues is coming up, with Russell Howard being presented by Live Nation in the Kiri Te Kanawa Theatre on 23 January. He will be the first international comedian to present in the southern hemisphere as a part of his Respite tour final negotiations are pending international border timings.
- Multi-week season content The Civic: A key focus in the next month is to lock in the range of opportunities for the second half of the 2021 calendar year (August – December) for major multi-week season content.
- For noting Safety Warehouse Activation Aotea Square: On 5 December, a contracted event for Aotea Square with the stated purpose of a 'friendly giveaway event to the public' was delivered and received a high volume of media interest as a result of social media posts. Several attendees had questioned the validity of the giveaway and a small group became aggressive to the organisers. Police were on site and were able to de-escalate the situation, however the organiser's vehicle was damaged, and one of the organiser's staff members was taken to hospital. Auckland Live issued a statement stating, 'Auckland Live issued a venue hire agreement for this event, based on the event promoter's application meeting all our requirements'. Since the conclusion of the event, Live has had one request for information (LGOIMA), which is due to be finalised by end of January 2021.

Auckland Stadiums

- Four Speedway meets were scheduled through the Christmas holiday period at Western Springs Stadium. Rounds one and two of a Midget Grand Slam Series were held on 26 and 28 December. A North v South midget and sprint car meeting was held on 2 January. The race meeting scheduled for 4 January was cancelled as was the optional rain date, with two cancelled (rain affected) meets so far this speedway season. The current Auckland Unitary Plan (AUP) provisions at Western Springs prevent these two cancelled meetings being run on alternative future dates. At this time, only 10 of the 12 scheduled race meetings (being the threshold required by the AUP for any one season) will be held due to this rule. A further reduction in this season's programme could occur if another one or two events are cancelled. Crowds across the three meetings held averaged 3,620 per meeting.
- Upcoming activity, key events, initiatives
 - o Four film shoots are currently under negotiation to take place late January at North Harbour Stadium.
 - The D1NZ National Drifting Championship will be held at Mt Smart Supertop Carpark over 20-21 January. A 1500-seat temporary grandstand is being installed for this motorsport event. It will be broadcast live on Sky Sports.
 - o Spotless will commence its school lunches operation at North Harbour Stadium towards the end of January. It is anticipated this initiative will produce around \$400k per year of additional revenue for Auckland Stadiums.
 - Auckland Stadiums is relocating from its Mayoral Drive office to Mt Smart Stadium. This is one of the austerity
 measures to reduce overheads, initiated in response to the impact of COVID-19 on business operations.
 - Outerfields Festival on Saturday 6 March (Western Springs) and the L.A.B concert on Saturday 27 March (Mt Smart). Tickets sales currently stand at 4,542 and 6,219 respectively.
 - Management is meeting with the Moana Pasifika franchise in mid-January, as they progress towards their entry into the Super Rugby competition in 2022. The franchise is seeking to use Mt Smart as their home playing venue due to the stadium's close proximity to an anticipated strong fanbase in South Auckland.
 - The tender for purchasing sideline and parapet (East Stand) LED signs for the Mt Smart closes on 18 January.
 The proposed (phase 1) installation is currently scheduled to be completed in early April. This initiative will enhance customer experience at Mt Smart and provide new (and significant) revenue.

Auckland Zoo

• There was a total of 66.4k visitors to the Zoo for the full month of December (against a budget figure of 52.9k). Up to 11 January there were a total of 33.1k visitors for the month (against a budget of 26.0k). Year to date visitation is approximately 365k against a budget figure of 266k, and the previous year total to the same date of 358k.

- The opening of the South East Asian Jungle Track (SEAJT) Aerial Pathways for the orangutans contributed to strong media interest in the Zoo for the period. There were 43 direct stories in the media from 15 December to 11 January reaching a cumulative audience of 1,234,880 with an equivalent Advertising Space Rate of \$285k.
 - Good progress across the SEAJT construction site, favourable general contractor negotiations and confirmed COVID -19 impact fund support has now enabled elements of the build to be brought forward into FY21. Full completion of the project is still planned for November 2021.
- Improvement works in interpretation, wayfinding, and in visitor areas around red panda, the NZ Centre for Conservation Medicine and the picnic facilities outside Te Puna were all completed in time for the start of the school holidays and summer season.
- Design work has also begun on a new catering food preparation facility in an unused building adjacent to the Old Elephant House café. This facility will provide much needed cool and cold storage capacity, create operational efficiencies, and reduce vehicle use on grounds during visitor hours.
- Another set of twins were born to the Zoo's emperor tamarin breeding pair, whose first set of twins were born only
 nine months ago. The whole family remains together until new homes and breeding opportunities are identified.
- Working with the Dept of Conservation -
 - The Zoo's bird team have succeeded in hand-rearing a tara iti (NZ fairy tern) from hatching through to fledging. This unplanned trial project was precipitated by storms and high tides in early December, necessitating the rescue of eggs from vulnerable wild nests of this critically endangered population. There are now only an estimated 40-50 individuals of the NZ form of this species left in the world.
 - o The first of this breeding season's kakariki karaka (orange-fronted parakeet) were exported to Isaac Conservation & Wildlife Trust for eventual release into the wild of these critically endangered birds.
- Approximately 80 Duvaucel's geckos were released on 15 December onto Otata Island, one of the Noises group
 east of Motutatpu and Rakino. This release marked the last of a series of translocations undertaken by Massey
 University in the past decade. These releases couldn't have occurred without the support of the Zoo in identifying
 and negotiating the release locations and funding support from the Auckland Zoo Conservation Fund.
- The Zoo's efforts to study Muriwai gecko, Auckland's only endemic critically endangered vertebrate, featured in an online Stuff article. This led to a member of the public contacting the Zoo with a possible sighting of the species in a previously unknown location citizen science at work.
- Upcoming activity, key events, initiatives Zoo Lates return for eight Saturday evenings from 16 January. The programme runs from 4-8pm at a flat rate entrance fee of \$15. There will be a custom-designed animal encounter schedule and special food and beverage offers.

New Zealand Maritime Museum

- NZ Geographic Photographer of the Year 2020 continues to run at this time and remains well received by visitors, with anecdotal evidence suggesting that it is drawing photography enthusiasts who would not otherwise visit the Museum.
- NZMM reopened Blue Water Black Magic on 7 December, with a mihi whakatau from Ngāti Whātua o Orākei. This is the Museum's largest gallery refurbishment in 12 years. Further details were included in last month report, but this is NZMM's major offering related to America's Cup although the gallery spans a far broader thematic area.
- 8,044 people visited the Museum's galleries, shop, event spaces and café in December, for comparison
 November 2020 visitation was 7,258. YTD visitation is 31,460, compared with 88,998 this time last year, 64%
 down, which reflects the combined impacts of lack of international visitation, and the significant level of disruptive
 construction works around the museum.
- The Museum's programme of capital works has largely been completed, with the opening of the café on 17 December, finalising the major entry project. Additional works such as perimeter hardening, renewals etc will largely go on hold until the completion of AC36.
- The Museum's new spaces, entrance and offer have performed well during their first major test, the Christmas Cup from 17 21 December, with a full village and a busy museum.
- Upcoming activity, key events, initiatives The upcoming period will be fully focused on AC36. Sailing is scheduled to resume on 15 January. A series of events is in place to activate the Museum and leverage AC36.
 - o NZMM will also be trialling, via the STAPP fund, a six-week Māori cultural performance over the summer alongside its normal programme of tours, heritage sailings, school holiday programmes, etc.
 - NZMM is exploring the possibility of a collaborative work with Te Tuhi gallery, to be displayed in the new Plaza space during the upcoming Auckland Arts Festival.
 - The Museum's western wall mural project, with artist Cinzah Merkhens, will be completed in January, with a launch date, including media, aimed at Anniversary Weekend.

Māori Outcomes

- Tāmaki Herenga Waka Festival: Will take place on 23 January 2021 at Captain Cooks Wharf. The VIP will be held on 21 January, at Te Pou (NZ House) in the AC36 Race Village. The Prime Minister has been invited to the event, and there will also be an opening address from the Mayor and Mana Whenua.
- Digital assets: Working with the Brand team on developing digital assets in-line with the "Place of Mana" theme, to be done during the summer period.
- AC36 Activations: The contract with Fresh Concept was confirmed prior to Christmas to deliver activations within
 the AC36 Race Village from December to March that will generate commercial and cultural outcomes for Mana
 Whenua and Māori.
 - Best of M\u00e4ori Showcase: Looking to hold a 2-3 day "Best of M\u00e4ori" showcase in early March. This will be designed in collaboration with Mana Whenua and held prior to March racing.
 - o Cultural footprint in Race Village: Te Pou and Silo 117 dressing has been completed in the Race Village.
 - Procurement: Continue to identify procurement opportunities for M\u00e4ori businesses through AC36, and the Summer Festival Programme.
 - Evaluation: Working with the AC36 PMO on the AC36 evaluation framework and CBA.
 - Mana Whenua Engagement: A total of four meetings were held with Mana Whenua during the month, primarily around AC36 activations.

Climate Change & Sustainability

- Initial engagement started with industry stakeholders about establishing a climate innovation hub to address climate challenges for industry and the Auckland region. This will help identify the key barriers from industry and the key partners to collaborate with in tackling the 4 challenges that include: process heat, transport (logistics), construction and demolition and commercial and residential retrofit.
 - Terms of Reference for the Climate Innovation Working Group have been finalised and sent to members.
 As part of this work, we had a meeting with DB Breweries as they are interested to work with climate innovation to address their emissions reduction challenges relating to process heat.
- Data collection has begun on Toitū Carbon Zero for Lantern Festival 2021. This will be the organisation's first delivered cultural festival to go through Toitū Carbon Zero programme.
- Work continues with AUT and Griffith University on building research evidence for Action14 in the Destination AKL Recovery Plan (DARP), to develop a series of climate and sustainability actions and recommendations.
- Final development stages of the insight report for the climate and economic agility risk assessment will be published in early February followed by a lunch time learning session.

Financial information for the period ending 31 December 2020

- See Attachment 1 for the full consolidated Auckland Unlimited Financial Report.
- Separate legacy ATEED (RC) and legacy RFA (RC) financial reports for December are included in the Diligent Resource Centre.
- In the AUL consolidated financial report the budget figures reflect the original emergency budget. Approved adjustments to legacy ATEED budgeted P+L have not yet been able to be incorporated into reporting. Work is continuing to address this.

Month and YTD Commentary

- Net Cost of Services was \$1.8m beneath original budget for the month and \$17m beneath original budget YTD.
 After allowing for approved legacy ATEED budget adjustments Net Cost of Services is \$13.5m beneath adjusted budget YTD.
- Gross Margin was \$0.6m better than original budget in December and YTD is \$6.6m ahead.
- Unbudgeted grant revenue (wage subsidy extension, STAPP and Regional Business Partnership) has supported Gross Margin.
- Controls on expenditure and variations to actual phasing of expenditure delivered cost savings of \$1.3m in December and \$10.4m YTD.

Financial Outlook/Upcoming

 While there is COVID-19 and APTR related risk to revenues and Gross Margin over the upcoming January – June period, the strong YTD position and continued tight cost controls (including the impact of merger costs) should deliver a better than budget outcome for the year.

Issues

- The Accommodation Providers Targeted Rate is unlikely to resume on 1 April 2021.
- The Mayoral proposal for the LTP includes a materially higher amount of revenue and some crucial cost decreases when compared to the LTP submitted by Auckland Unlimited.
- The financial benefits of the merger, along with the costs to complete the merger, are unlikely to be known until the organisation design work is complete.
- Operationally Auckland Unlimited remains as two separate legal entities, with the accounts also being
 maintained on two separate accounting systems, using aggregated reporting to show a single picture.

Risks to FY22 Performance

- The primary risk to the financial position of Auckland Unlimited is any fallout from COVID-19 cases being found within the community and the ability to open the borders. Activities that are reliant upon these include:
 - Events, which rely on crowd sizes
 - o Zoo visitation which relies on facilities being open to the public
 - o Ability to host festivals e.g. Lantern festival, Diwali, Summernova
 - o Ability to reduce costs to offset the loss of APTR revenue if it is not resumed on 1 April 2021.

People

- CPO role appointed for January start.
- Recruitment process concluded for Company Secretary role and appointment process underway, pending announcement.
- Christmas closedown period and majority of employees on annual leave between 23 December and 5 January, apart from core teams working throughout the period on activities such as America's Cup and media coverage and operational needs in venues such as Art Gallery, Zoo and Maritime Museum.
- RFP out for support for next phase of transformation.
- Needs analysis and initial research being completed on suitable engagement tool to roll out across whole of Auckland Unlimited to seek wider and consistent view and feedback from our people. Legacy office vibe tool still operating for legacy ATEED and engagement remains consistent at 7.6.

Information Technology

- Newly delivered web site/pages at the beginning of December achieved with the new Auckland Unlimited web site 11,288 page visits during December.
- Toi Tu Toi Ora landing page received 16,946 page visits in December, 10% of total traffic, and overall traffic to the Auckland Gallery Web site has increased year on year by 25% for sessions, 31% for page views and 22% for average session duration
- Auckland Zoo online ability to sell different variants of the Annual Pass for the Christmas Gifting season generated sales of \$27,843.29 during December
- Portfolio Project ICT worked alongside the former ATEED on its to ensure that all areas of Auckland Limited can be
 easily aligned within a single process. Both legacy organisations (RFA & ATEED) were undertaking separate portfolio
 management systems implementation projects. These two workstreams have now been combined to ensure
 alignment.
- Upcoming activity, key events, initiatives Continued progress on Project Phoenix Event planning process improvement
 - o Gallery advancement requirements gathering
 - Projects addressing technical debt, operating system upgrades, patching, vulnerability scanning, fully integrating NZMM into the RFA technical environment
 - o Continuous improvement through two-weekly agile sprints in data insights and web development.
 - Supporting NZMM collection digitisation project with the implementation of hardware and software components, and Britomart pop-up shop technology requirements.

Health, Safety and Security

- 18 health and safety incidents were recorded in December, including five visitor/patron incidents and 13 staff incidents. Of these none were deemed notifiable to WorkSafe, one was a medical aid incident and two were lost time incidents. There were no incidents that involved contractors or volunteers.
- New CCTV delivery partner tender evaluation and appointment, as part of the ongoing Auckland Unlimited Security Transformation Project initial delivery work for New Zealand Maritime Museum and Queens Wharf to commence January 2021.

- Appointment of two external candidates for the Venue Protection Manager (AAG/NZMM) and Security Development
 Advisor roles these existing positions were reviewed as part of the Man-Power Review Project and re-aligned to
 ensure that security delivery effectively meets the needs of the organisation. One further Venue Protection Manager
 (LIVE) to be recruited in early 2021.
- Full review and new/revised CAD drawings completed of Aotea Centre, Auckland Town Hall and Queens Wharf. These are to ensure compliance with evacuation management plans and crowd management strategies in support of BAU and event operations.
- Facilitated NZ Police (Specialist Search, Diplomatic Protection and Armed Offenders Squads) training exercises in conjunction with Auckland Stadiums at both Mt Smart and North Harbour Stadiums.
- Successful delivery of event security services in support of the AC36 Christmas Cup Regatta
- Discussion documentation (Policy and Guidelines) for review of Emergency Management and Business Continuity Plans sent to BU Directors.
- Upcoming activity, key events, initiatives. Planning underway for the security delivery in support of the following upcoming major events:
 - o AC36 Prada Cup and The Match Regattas
 - o D1NZ Drifting Motorsport event at Mt Smart Stadium
 - Western Springs Outer Fields 2021 Music Festival
 - o L.A.B Concert at Mt Smart Stadium
- Security & Visitor Safety Lead Team participating in Crowded Places Strategy Forum being held in Auckland.