

Board Meeting Agenda (Public)

9.00 a.m. Wednesday 27 April 2022

Auckland Zoo, Motions Road, Auckland 1022

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C		
3	Public Minutes 30 March 2022	To Approve	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
BOARD TRAINING					
5	Māori Competency Training, Dr Jim Mather - Mather Solutions and Helen te Hira	Training	T & C	10.00 a.m.	3 hours
Lunch / Auckland Zoo Visit • Western Springs Access and Parking Project (RC) ²				1.00 p.m.	1 hour
FIFA WOMEN'S WORLD CUP					
6	Board and FIFA-NZ Meeting, David Beeche CE FIFA Australia & NZ & Jane Patterson COO FIFA-NZ	Meeting	C	2.00 p.m.	30 mins
SIGNIFICANT STRATEGIC MATTERS					
7	AUL Response to Council Financial Challenges, Nick Hill ³	To Discuss	T & C	2.30 p.m.	1 hour 30 mins
8	ICT Infrastructure, Nick Hill and Mandy Kennedy ³	To Approve	T & C		
9	Single Stadium Operator Project, Steve Armitage ³	To Discuss	T		
10	North Harbour Stadium Update, James Parkinson and Malcolm Lawry	To Discuss	T		

¹ S7(2)(f)(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

Board Meeting Agenda (Public)

Item	Subject	Action	Trust/Co.	Start Time	Duration
OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
11	Q3 Performance Report, Nick Hill ⁴	To Approve	T & C	4.00 p.m.	30 mins
12	Q3 Risk Report to Council, Justine White ⁴	To Approve	T & C		
13	AUL Auditor Engagement Fee Letter, Justine White ⁵	To Approve	C		
14	Group Insurance, Justine White ⁵	To Approve	T & C		
15	Aotea Centre Refurbishment Project Update, Heather Harris ⁶	To Note	T		
	Close of Meeting			4.30 p.m.	

⁴ S7(2)(f)(i) LGOIMA 1987

⁵ S7(2)(f)(i),(h),(i) LGOIMA 1987

⁶ S7(2)(f)(i),(g),(h),(i) LGOIMA 1987

Board Meeting Agenda (Public)

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

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

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
 - (i) would disclose a trade secret; or
 - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
 - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
 - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
 - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
- (g) maintain legal professional privilege; or
- (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- (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	<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) 30 Madden Body Corporate (Chair) 		<ul style="list-style-type: none"> Following the voluntary liquidation and dissolution of the Auckland Showgrounds (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) • 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) • Microgem International Plc (Shareholder) 		
Hinurewa te Hau (Hinū)	<ul style="list-style-type: none"> • Non-Executive Director 	<ul style="list-style-type: none"> • Matariki Cultural Foundation (Trustee) • Matariki Global Holdings Limited (Director) • Taamaki Records Limited (Director) • Otamatea Pioneer & Kauri Museum Board (Trustee) • Q Theatre Limited (Trustee) • TEC Workforce Development Council Services (Director) 	<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 Partigliani	<ul style="list-style-type: none"> • Non-Executive Director 	<ul style="list-style-type: none"> • Partigliani 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"> • Tahu Hikuroa Foundatino (Chair) • 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) 	<ul style="list-style-type: none"> • Registered Celebrants of Aotearoa (Member) • Microsoft New Zealand Limited (Channel Sales Manager – Global Partner Solutions) 	

		<ul style="list-style-type: none">• Ngati Ruanui Tahua Limited (Shareholder)• Ngati Ruanui Fishing Limited (Shareholder)• Ngā Whaotapu (Trustee)• Meremere Marae Charitable Trust (Trustee)• Stanmore Bay Primary School (Trustee)• Tahu Hikuroa Foundation (Trustee)• Indigenous Growth Limited (Advisory Board Chair)• Massey University Executive Education (Advisory Board Member)• Digital Advisory Board of MIT (Advisory Board Member)• University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)• Sarcoma Foundation NZ (Board member)• Child Cancer Foundation (Board member)• Ronald McDonald House (Board member)• Tourism Innovation Hub Development Advisory Group (Member)		
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Month	Shareholder Accountability	Operations & 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"> Destination Committee – 24 Jan Board Meeting – 26 Jan
Feb-22	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2021 Q2 Performance Report Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Board Evaluation 	<ul style="list-style-type: none"> Board Strategy Day – 11 Feb 	<ul style="list-style-type: none"> Risk Committee (½Y Acts) – 1 Feb Board Meeting (½Y Acts.) – 11 Feb Board Meeting – 23 Feb
Mar-22	<ul style="list-style-type: none"> Annual Plan FY22/23 Draft 2022 -2025 Statement of Intent 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Auckland Art Gallery Advisory Committee Meeting (30 March) 	<ul style="list-style-type: none"> Capital Projects Committee – 22 March Destination Committee – 23 March Board Meeting – 30 March
Apr-22	<ul style="list-style-type: none"> Q3 Performance Report Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Annual insurance renewal Auditor engagement and fees FY22-24 	<ul style="list-style-type: none"> Board and FIFA Auckland Women's World Cup management meeting (27 April) 	<ul style="list-style-type: none"> Risk Committee – 20 April Board Meeting – 27 April
May-22	<ul style="list-style-type: none"> Council CCO Oversight Committee visit to Auckland Unlimited (1 of 2) – 10 May 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Investment and Industry Joint Board and Destination Committee meeting (25 May) 	<ul style="list-style-type: none"> Destination Committee – 25 May Board Meeting – 25 May
Jun-22	<ul style="list-style-type: none"> Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Arts, Entertainment and Events 	<ul style="list-style-type: none"> Capital Projects Committee – 2 June Board Meeting – 29 June

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-22	<ul style="list-style-type: none"> Public Board meeting to consider shareholder feedback on SOI Draft 2022 -2025 SOI Financial reporting for the year ended 30 June 2022 (AUL and Trust) Q4 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (27 July) 	<ul style="list-style-type: none"> Risk Committee – 25 July Destination Committee – 27 July Board Meeting – 27 July
Aug-22	<ul style="list-style-type: none"> Q4 Performance Report 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Capital Projects Committee – 23 August Board Meeting – 31 August
Sep-22	<ul style="list-style-type: none"> Trust Annual Report 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – 12 Sep (Annual Report) Destination Committee – 21 Sep Board Meeting – 28 Sep
Oct-22	<ul style="list-style-type: none"> Q1 Performance Report Public Board meeting to SOI performance for Year Ended 30 June 2022 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – 17 Oct Board Meeting – 26 Oct
Nov-22	<ul style="list-style-type: none"> Company Annual Report Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (30 November) 	<ul style="list-style-type: none"> Capital Projects Committee – 22 Nov Destination Committee – 30 Nov Board Meeting – 30 Nov
Dec-22		<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> No Board Meeting

BOARD MEETING (Open)

HELD ON: Wednesday 30 March 2022 at 9.00 am.

AT: Waihorotiu Room, L4 Aotea Centre

PRESENT:

Mark Franklin	Chair
Jennah Wootten	Deputy Chair
Fabian Partigiani	
Jen Rolfe	
Carol Cheng	
Dan Walker	
Hinurewa te Hau	
Alastair Carruthers	

APOLOGIES: None

ATTENDED:

Cr. John Watson	Auckland Council (Item 4)
Cr. Richard Hills	Auckland Council (Item 4)
Jenny Solomon	Board Intern
Sarah Johnson-Smith	Principal Advisor, Council CCO Gov. (Item 4)
Dr. Jim Mather	Mather Consulting (Item 5)
Moana Tuwhare	Mather Consulting (Item 5)
Auckland Art Gallery Advisory Committee	Hon. Kitt Toogood, Dame Jenny Gibbs, Chris Swasbrook, Royal Reed, Helen Clark (Item 12)
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, Justine White, Financial and Corporate Services Officer, Mark Shepherd Change & Transformation, Shelley Watson Marketing and Communication, Christine Begbie GM Finance
James Robinson	Head of Strategy & Planning
James Parkinson	Director of Auckland Stadiums
Tim Kingsley-Smith	Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

The Chair opened the Board meeting and noted that there were no apologies.

2. REGISTER OF DIRECTORS' INTERESTS AND ROLLING 12-MONTH BOARD WORK PROGRAMME

The Board noted the Register of Interests and 12-Month Board Work Programme.

3. CONFIDENTIAL AND PUBLIC MINUTES

The Board **approved**:

1. The 23 February 2022 Confidential Minutes; and
2. The 23 February 2022 Public Minutes;

as an accurate record of the meeting and **noted** the Action Tracker.

4. CE REPORT

Nick Hill spoke to the paper.

Auckland Showgrounds

- Alastair Carruthers noted his interest in the Auckland Showgrounds as a trustee of the Cornwall Park Trust Board. The Chair and Management noted that there is currently no conflict between the interests of Auckland Unlimited and the Cornwall Park Trust Board so there is no need for Mr Carruthers to leave the meeting. Management updated the Board on the Auckland Showgrounds and noted that the Cornwall Park Trust is currently working through its options regarding the future usage of the Auckland Showgrounds site.

COVID

- Management updated the Board on the impact of the recent changes to the Government's COVID response framework on the organisation. Auckland Unlimited will shortly be consulting with staff on its vaccine policy.

Auckland City Centre

- Management noted that Auckland Unlimited is working closely with the Council and Council family, Police, and the private sector on addressing safety concerns in the Auckland City Centre. City-based organisations are beginning to bring back staff and students, and activity designed to encourage visitors to the City Centre will increase after Easter. Auckland Unlimited is focussing on the economic and visitor aspects of helping to lift Auckland's city centre. The aim is to drive every opportunity as much as possible.
- The Board agreed that it is important to increase the number of people in the city centre as this will help improve the safety of the city centre. Bringing back workers, international students, cruises, tourists and other visitors will all help to improve safety which will help encourage more people to return.

Viaduct Events Centre (VEC)

- Management updated the Board on ongoing discussions with Council and Team New Zealand regarding Team New Zealand's tenancy of the VEC.

Single Stadium Operator

- Management updated the Board on its work with Eden Park on the Single Stadium Operator project. The Board noted that Auckland Unlimited will continue to take a "what is best for Auckland" approach to the project.

The Board **noted** the CE Report.

Cr Richard Hills, Cr John Watson, and Sarah Johnstone-Smith left the meeting. Dr. Jim Mather, and Moana Tuwhare joined the meeting.

5. MĀORI COMPETENCY TRAINING

The Board undertook a Māori Competency Training course.

Dr. Jim Mather, Moana Tuwhare and the Executive Team left the meeting. Justine White joined meeting.

6. FY23 ANNUAL PLAN

Nick Hill spoke to the paper.

- The Board and Management discussed the FY23 Plan. Management agreed to continue its work on the FY23 Plan and return to the Board for further discussion.

The Board **noted** the discussion of the FY23 Annual Plan.

7. DRAFT 2022 – 2025 AUCKLAND UNLIMITED STATEMENT OF INTENT

Nick Hill spoke to the paper.

- Management noted that it is confident that the organisation can deliver the work within the draft Statement of Intent (**SOI**). Given the current challenging financial situation, the organisation will need to re-prioritise some funding to ensure that key areas will continue to be sufficiently funded.
- The Board and Management discussed the draft SOI and the KPIs within it. Management agreed to take on the Board's feedback and revise the draft SOI accordingly. Following submission of the draft SOI to Council, Management will return to the Board along with Council's comments on it for consideration and approval in due course.

The Board:

1. **Approved** the draft Auckland Unlimited SOI 2022-25 for submission to Auckland Council; and
2. **Delegated** the authority to the Chief Executive to approve any changes made to the SOI as a result of Board feedback prior to submission to Council.

Pam Ford joined the meeting.

8. GO WITH TOURISM

Pam Ford spoke to the paper.

- Management noted that the Go With Tourism programme was created and developed by Auckland Unlimited and is a successful programme that has been adopted nationally. [REDACTED]

[REDACTED]

- [REDACTED]

[REDACTED]

- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]

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

Pam Ford left the meeting.

9. BOARD COMMITTEES

Nick Hill spoke to the paper.

- The Board and Management discussed the role of the Auckland Unlimited Board Committees and potential changes to the Board Committees. The Board noted that a deeper dive into the role of Board Committees versus the role of advisory groups would be useful. Management agreed to undertake more work on the framework of Board Committees and advisory groups and return to the Board for discussion. **(ACTION POINT)**
- The Board noted that the SOI will need to be updated following the disestablishment of the Director Appointments Committee. **(ACTION POINT)**

The Board:

1. **Approved** the new process for the MOTAT Director recommendations to Council;
2. **Approved** the disestablishment of the Board Appointments Committee; and
3. **Approved** minor amendments Capital Projects Committee Charter (as recommended in the paper).

Pam Ford joined the meeting.

10. HIGHBROOK FILM STUDIO

Pam Ford spoke to the paper.

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

- [REDACTED]
[REDACTED]

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

Pam Ford left the meeting.

11. CYBER-SECURITY READINESS

The Board **noted** the Cyber-Security Readiness update.

The Auckland Art Gallery Advisory Committee, Kirsten Lacy, and Tom Irvine joined the meeting.

12. BOARD AND AUCKLAND ART GALLERY ADVISORY COMMITTEE MEETING

The Auckland Art Gallery Advisory Committee (**Committee**) joined the Board for a joint meeting.

Kirsten Lacy spoke to the paper:

- Management noted the relative success of the Mary Quant exhibition given the challenging COVID environment at the time of the exhibition.
- The Board and Committee noted the hard work of the Gallery Director and her team over recent months given the challenging environment that the Gallery has had to contend with.

Proposed Exhibition

- The Board, the Committee and Management discussed a proposed future exhibition in 2023. Members of the Committee noted the quality of the potential exhibition and the need for the Art Gallery to have attractive and interesting exhibition programme to attract visitors. Certain types of exhibitions, including the current one under consideration, can help to attract philanthropy to the Gallery.
- The Board queried the costs of the potential exhibition. Management explained the nature of the exhibition and the associated costs.

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

- The Board noted that the decision to approve the proposed exhibition will be considered by the Board separate to the current meeting.

Committee Appointment

- Management and the Chair of the Committee recommended [REDACTED] be appointed to the Committee.

S7(2)(a) LGOIMA 1987

The Board:

1. **Approved** the appointment of [REDACTED] to the Auckland Art Gallery Advisory committee (**Committee**); and S7(2)(a) LGOIMA 1987
2. **Noted** the retirement of Tom Irvine from the Committee.

The meeting ended at 4.05 p.m.

Confirmed as a true and correct record of the meeting of 27 April 2022:

Chair

Date

Report to Board of Auckland Unlimited – 27 April 2022

- The change to the orange traffic light has a material positive impact for AUL. It removes restrictions on gathering numbers indoors, allowing our indoor venues to operate at close to full capacity. More generally it signals a return to more normal behaviour where the existence of COVID is not a prima facie reason not to be at work or not to travel. It also further builds confidence in NZ's steps towards re-connecting with the rest of the world and the benefits that follow to our business.
- Having said this, behaviours, values and expectations have shifted and a return to previous levels of activity is likely to be slow.
- The executive team will workshop managing the return to work with a focus on supporting more flexible working arrangements while ensuring productivity and workplace culture are developed and sustained. We are also very mindful of the expectation from city centre businesses that organisations like ours will encourage people back into the office.
- AUL's executive team held an in person, all-day planning workshop two weeks ago, which has helped to sharpen focus as we emerge from COVID's public health restrictions.
- We launched an internal project last week called "Project Synergy" to identify the benefits of integration along AUL's value chain across the whole organisation. The project will take 9 weeks and examine commercial and operational synergies from better integrating content/marketing/sales/planning/delivery/review.

1 | Chief Executive Report

		next steps phase, which involves engaging partners to take on various scenarios.	
Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.	The aviation border opening to Australia on 12 April and visa waiver countries on 1 May is very welcome news.	Refresh AUL 'reopening to the world strategy' based on new border settings and dates.	
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.	The Supreme Court has granted the Council leave to appeal the Court of Appeal's decision on the judicial review challenging the accommodation provider targeted rate (APTR).	Council will work with the court and the respondents to confirm a hearing date Explore a future regional tourism funding model with industry leaders in Q4 2021/22.	
Single Stadium Operator: Responding to CCO Review recommendation. S7(2)(f)(i),(h),(i),(j) LGOIMA 1987	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	Identified as a priority in the Letter of Expectation for 2022/23. [REDACTED] [REDACTED]	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	A range of funding options being explored for Creative Quarter and the Studios S7(2)(f)(i),(h),(i) LGOIMA 1987	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i),(j) LGOIMA 1987	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	Sector programme of work and issues identified to be discussed with Board at future board meeting. S7(2)(f)(i) LGOIMA 1987	
AC 37: Retention of AC37 in Auckland.	Barcelona confirmed as venue for AC37	[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	<ul style="list-style-type: none"> Improving outlook for arts and cultural sector, with reopening of borders and rebooking of events. Strong programme of activity planned for second half of 2022. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Auckland Art Gallery	<ul style="list-style-type: none"> Icons of the <i>Christian Orthodox World</i> exhibition installed and on schedule for opening on Easter Friday for the holidays. <i>Gilbert and George: The Auckland Tamaki Makaurau Exhibition</i> is enroute and plans for videography and hosting of the artists is underway Heritage Restoration Project schedule is still resolving. Artist commission designs underway for shrink wrap. Planning for the relocation of staff for heritage project is advancing well. Average Daily Visits YTD – 696 pax. Visitation for March was 50% of that forecast due to impacts of COVID-19, with a projected total visitation of 168,000 for FY22. Māori Art Symposium planning on track for June.
Auckland Zoo	<ul style="list-style-type: none"> Orangutan Melur delivered a much-anticipated healthy baby male which has been named Bahmi. This is her second offspring, she has been an exemplary mum since the birth, and is now spending an increasing amount of time on view to delighted zoo visitors. There has been good progress on the Zoo's <i>Wild Heroes</i> television show which has been able to film recent conservation fieldwork trips to the Poor Knight Islands to release 3 green turtles, to the West Coast for various skink projects and to the Coromandel for Archey's Frog survey work – all key partnership projects with the Department of Conservation, local Iwi and other NGO conservation partners. Critical works have been completed on the Southeast Asia Jungle Track ready for the arrival of the first tiger in April, Other construction and fabrication activities have had to be delayed for supply reasons. Anjalee, the younger of the Zoo's two elephants, who was transferred to Taronga Western Plains Zoo in Dubbo in early March, has completed her quarantine period and has been introduced to the main family herd. All reports from Taronga staff are that the integration is proceeding very smoothly and that Anjalee is adapting well to her new home. The Australian Zoo in Queensland has withdrawn its offer to accept the transfer of Burma, originally planned for the end of April. Other options are being considered. Following the Government's announcement easing Covid restrictions, the Zoo stopped requiring pre-booked sessions from 26 March. This resulted in an immediate increase in the number of visits with more than 7000 over the first weekend.
Auckland Stadiums	<ul style="list-style-type: none"> Auckland Stadiums has announced its first concert to be held at the Lilyworld event hub on 8 May. Lilyworld is part of the Summer at the Stadium programme of free community events, funded through the Local Activation Programme Fund. At the time of writing, over 2,000 of the 2,500 capacity tickets have been booked and donations to Music Help have reached \$10,000. Lilyworld is proving to be a very popular new venue in the local music industry. The boutique Every Day People music festival is scheduled for 14 May, and there are numerous enquiries for dance parties and music events to be held at the venue.

<p>S7(2)(f)(i) LGOIMA 1987</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> On Wednesday 20 April, promoters Live Nation will announce a Harry Styles concert at Mt Smart Stadium on 7 March 2023. Harry Styles was previously booked to play at Spark Arena but had to cancel due to Covid disruptions. With his increasing popularity and the recent launch of his new album, the rescheduled tour is now based on stadium concerts rather than indoor arenas. The cancellation of the Foo Fighters concert due to the tragic death of their drummer, removed a high profile concert from the summer programme. High freight costs and slow ticket buying behaviour continue to represent significant threats to the upcoming summer concert season and there is still a high level of uncertainty as to the full extent of the concert schedule across Mt Smart and Western Springs. [REDACTED] International rugby league will return to Mt Smart on 25 June with a double header featuring the Kiwis against Mate Ma'a Tonga and the Kiwi Ferns against Samoa. This will be followed by the return of the Warriors to Mt Smart on 3 July. This match is set to be the first sell-out sports event at Mt Smart for over three years and will be a very significant occasion for the local rugby league community. [REDACTED] An application has been made to the Tourism Infrastructure Fund for funding for a board walk at Mt Smart.
<p>New Zealand Maritime Museum</p>	<ul style="list-style-type: none"> NZMM Masterplan team held two mana whenua workshops in March, with strong but positive feedback. These initial informational sessions will lead to more specific conversations around content that will be managed in both a collective and single-iwi level. In addition, an initial presentation around the masterplan project was presented to the Waitemata Local Board, to positive feedback. After dipping due to Covid related cancellations, school visits returned in strength toward the end of the month. However, due to restrictions, cancellations and concerns by the sailing volunteers, NZMM suspended its schools sailing programme for the remainder of Term 1. School visits are continuing without the sailing component. Stage One of the Wooden Boats festival feasibility report has been completed, with near universal support from stakeholders. We have now begun Stage Two which looks at the financial viability of the project over the long term NZMM has come to an agreement with Auckland Council to take over and continue the marine ecology project focussing on mussel regrowth in the Waitemata. This falls within the scope of the Downtown Public Space Project, and NZMM will now monitor the marine ecology suspensions and use them for ongoing education programmes. The <i>I Am Island And Sea</i> exhibition has been extended by six weeks to offset time lost to Covid-19 outbreaks and maximise use of existing expenditure in exhibition install and marketing.
<p>Cultural Sector Partnerships</p> <p>S7(2)(f)(i),(h),(i),(j) LGOIMA 1987</p>	<ul style="list-style-type: none"> [REDACTED]

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

Arts, Entertainment and Events Rōpū

SOI Programmes	Update
AEE - General S7(2)(f)(i),(h) LGOIMA 1987	<ul style="list-style-type: none"> Citywide Event Calendar project plan developed – initial horizon for consolidated AUL content calendar May-June.
Auckland Live S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> Further delay in orange status has put significant pressure on venue utilisation until December 2023 as the borders reopen and Australian entities seek to present in Auckland. All resident hirers except Auckland Philharmonia are cancelled until end of June. Auckland Writers Festival and NZ International Film Festival have provided a level of confidence with their mid-winter announcements.
Auckland Conventions S7(2)(f)(i),(h) LGOIMA 1987	<ul style="list-style-type: none"> Asia Pacific and Incentives and Meetings Event (AIME) was held and representatives attended digitally. Several team members have left, which has put additional pressure on the remaining team as we reopen to the market.
Major Events S7(2)(f)(i)LGOIMA 1987	<ul style="list-style-type: none"> In total, 23 events have been cancelled or postponed since the move to the red setting in January 2022. Cancelled events (eight) represent 32,590 in lost visitor nights and \$4,873,200 in GDP for the region. (Auckland Boat Show, New Zealand Fashion Week, Auckland Lantern Festival, Opera on the Harbour, SPLORE Music & Arts Festival, Round the Bays, Pasifika Festival, NZ PGA Championships). 15 events postponed into the next financial year and beyond, forecast to generate 44,880 visitor nights and a change of \$7,011,800 in GDP. Risk re required exemptions for events during FIFA exclusivity period in 2023 including All Blacks test at Mt Smart and Warriors home games. Clarification re exemption process and exclusions being sought from FIFA. Events that have been confirmed since the last meeting include Kiwis vs Tonga League Test.
FIFA Women's World Cup 2023	<ul style="list-style-type: none"> FIFA representatives to present to April Board meeting. Internal project team briefing and funding update rescheduled to May Board meeting.
Auckland Convention Bureau	<ul style="list-style-type: none"> 22 new business event enquiries in March with a forecast potential total estimated impact value of \$3.29m, generating 10,246 visitor nights from a total of 9,128 attendees. Five new event confirmations received in March expected to generate 13,075 visitor nights, 3121 attendees and a total estimated economic value of \$5.07m. Significant increase in trans-Tasman activity due to border opening timelines. ACB is working with BEIA (Business Events Industry Aotearoa) to host key Australian business event stakeholders in June who will be in NZ to attend the MEETINGS tradeshow. Availability of business events venues is a considerable challenge for clients seeking to book programs in Auckland. Collaboration with Auckland Conventions and NZICC to leverage Tourism New Zealand business events subvention trial.

KPIs	Actual YTD	Budget YTD	Variance	Comment	Status
██████████ ██████	██████	██████	██████		████████
Number of Events	303	745	-442		
██████████	██████	██████	██████		████████
Total Attendance	205,912	527,103	-321,191		████████

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

Investment and Industry Rōpū

SOI Programmes	Update
AFS Studio Build	<ul style="list-style-type: none"> The Board is updated weekly on this project. In summary, the project continues to progress while managing Covid related challenges.
Activate Tāmaki Makaurau	<ul style="list-style-type: none"> \$50m business support package opened for businesses to apply for funding on 1 December. Registrations are now closed with 12,845 registrations. This includes 1252 Māori businesses (10%), and 1062 (8%) Pacific businesses. Contract delivery by service providers work to be completed within 3 months of approval, and payments to providers will continue to be processed until August 2022. The Activate Tāmaki Makaurau Business Community platform lead by EMA has over 3530 subscribers and contains 87 resources for businesses to access. Next steps include reviewing lessons learnt, legacy of the partnerships and platform.
Reactivate Tāmaki Makaurau	<ul style="list-style-type: none"> The 6th and final tranche of voucher allocations which will see all remaining registrants receive a voucher. These vouchers were released on 12 April and will likely see total redemptions exceed 100,000. The Local Activation Fund and Discount Scheme recommenced on 4 April with the first round of applications closing on 11 April. A total of 53 applications were received for the Local Action Fund and 11 applications for the Discount Scheme as of 12 April. Stay Auckland Campaign will go live in May, partnering with over 50 accommodation providers to encourage domestic visitation, particularly in the city centre.
Skills & Workforce	<p>Project Ikuna (Pacific Skills Shift):</p> <ul style="list-style-type: none"> Total employers participated: 42 Total micro-credentials delivered to date: 304
Innovation Precincts	<ul style="list-style-type: none"> <div> <div></div> <div></div> </div>

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

<p>Visitor Economy</p> <p>S7(2)(f)(i),(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> Auckland is Calling: Phase 2 of the campaign targeting domestic travellers began late March and is being extended until late May. Activity for the Australian market is planned to begin in May with a Tourism New Zealand media share component, followed by the introduction of a dedicated campaign utilising revised Auckland is Calling creative. Auckland is Calling trade event to be held in Sydney 11 May, with over 20 AKL operators attending. Border reopening activity – AUL, TNZ and AIAL delivered a welcome back message to Australians on 13 April and to all international travellers on May 2nd. Regional Destination Management plans: [REDACTED] [REDACTED] [REDACTED] Revised DMP's will be presented in a workshop session with key stakeholders. Matakana planning has begun with the first round of local meetings early May. TRENTZ –the tourism trade show was to be held in Auckland May 24/25 has been made an online event due to uncertainty of Covid settings. 			
<p>Low Carbon Economy and Climate Response</p> <p>S7(2)(f)(i) LGOIMA 1987</p>	<ul style="list-style-type: none"> Climate Innovation Hub (CIH): The Programme Director, Sarah Anderson is recruiting for the Māori Advisor role and Business Development Manager role. A working group session held with philanthropy groups to identify opportunities to work with these organisations. The Advisory Board sessions commenced from March 14th and feedback from the Group has helped shape the final name, which is [REDACTED] AUL's TCFD reporting: The Auckland Council working group met to give feedback on the XRB consultation document, due in April. In October 2021, the Financial Sector Climate-related Disclosures and Other Matters Amendment Bill was passed and received Royal Assent. As a result, the XRB now has a mandate to issue climate standards as part of a climate-related disclosures framework, and guidance on environmental, social and governance (ESG) matters. Cost of transition for Auckland's Economy: Two sessions were held to decide key levers in the climate-related modelling. The latter discussed the employment transition modelling for a green industry, with next steps to include a matrix of jobs and skills. Women4Climate C40 cities –AUL is leading this mentorship programme for Auckland. The launch event was held on 7 April. The programme will run from April to November. Xlabs Learn supported via Activate Tāmaki Makaurau 			
KPIs	Last month	This month	Comment	Status
<p>Screen Attraction Enquiries</p> <p>S7(2)(f)(i),(h),(i) LGOIMA 1987</p>	■	■	[REDACTED]	
RBP R&D Grants	1x grant \$221,929	4x grants \$43,110	R&D Approvals (project grants on hold for Q3, exception is Getting Started Grants) YTD 65 @ \$2,353,961.50	
RBP Business Capability/Tourism Transition Funding	\$156,929	\$225,858	Total Voucher Allocation Spend: YTD \$ 2,770,337 RBP/CRM Assessments: YTD 1080 Registrations YTD 2428	
ACTIVATE Tāmaki Makaurau approvals	4933 approvals \$14.69M	5006 approvals \$18.02M	YTD 9939 approvals, \$32,71M committed	

Māori Outcomes Rōpū

[illegible]

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

Marketing and Communications

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

	<ul style="list-style-type: none"> • Development of a City Centre Recovery Project
Media	<p>Key external communications and media coverage for March relating to AUL's work were:</p> <ul style="list-style-type: none"> • Launching the Reimagining Tāmaki Makaurau Report, provoking conversations about Auckland's future. • Sharing Auckland Zoo updates - male Rhino passes away, baby Orangutan born, elephant move. • Sharing success of Explore Tāmaki Makaurau Voucher Programme - a boost for businesses and of Activate Tāmaki Makaurau business support programme. • Commentary about the next America's Cup host city and Viaduct Event Centre lease for Team New Zealand. • The future of Auckland Showgrounds lease, and potential film studio lease. • Sharing our perspective on New Zealand's border opening brought forward, what it means for businesses, tourism and cruise sector.
Marketing	<ul style="list-style-type: none"> • Active pitching of Auckland City & Region stories across consumer & trade media. Media famil planning underway (May/June arrivals) • Screen Roadmap projects scoped for delivery with a 90-day plan including DDA LA work underway with stories, content strategy and production domestic marketing. • Tech Tāmaki Makaurau workstreams underway to deliver Local Talent Attraction campaign, content strategy and leverage NZTech campaign "We see tomorrow first" and Smart Move/Talent Attraction research project underway • Youth Employment: ThinkPlace work begins to strategise and reimagine the future and purpose of The Pledge. • NZ borders campaign to inform international investor audience that NZ borders are open is in progress • Auckland Convention Bureau (ACB) marketing campaigns are successfully in the market. ACB website refresh has been completed. • Ongoing marketing and preparation planning for shows and events coming into the Auckland Live and Conventions venues, including creating a TM shopping cart for Auckland Writers Festival and NZ International Film Festival. • Ongoing future partnership discussions are happening with [REDACTED]
S7(2)(f)(i) LGOIMA 1987	<p>Auckland Live is in the process of creating a one-off bespoke online replacement event for [REDACTED] our Principal partner to ensure benefits are met to fulfil the partnership requirements for 21/22.</p>
External relations	<ul style="list-style-type: none"> • Preparatory work continues for Auckland Unlimited Advocacy Plan • 21 x draft 2022/23 local board engagement plans prepared and submitted to Local Board Services. Workshops commenced with each local board to discuss the proposed levels of engagement in the plans, with a senior AUL manager and External Relations team member attending each workshop. • 21 x local board and 13 x ward newsletters distributed. • Discussions concluded with Auckland Council Local Board Services and CCO peers regarding CCO Review recommendation #34, on communications between local boards and CCOs. Minor improvements made in sharing AUL media releases with local boards. Newsletter delivery mechanism flagged as an area for future improvement. • Supporting the completion of local board engagement workshops re: individual training venues for FIFA Women's World Cup 2023 with remaining three of nine boards.
LGOIMAs	<p><u>LGOIMAs in progress:</u></p> <ul style="list-style-type: none"> • Request from Stuff journalist regarding Activate Tāmaki Makaurau support programme – all companies that received funding, how much, and for what, audit processes and results of those. • Request from Spinoff journalist regarding the Explore Tāmaki Makaurau voucher programme: all correspondence and reports about the uptake and distribution of vouchers.

	<ul style="list-style-type: none"> Auckland Unlimited data will be part of a response to a Council group request comparing staffing levels March 2020 v March 2021, including how many people “lost their jobs” due to COVID-19, or were employed because of COVID-19. <p><u>LGOIMA finalised in the month</u></p> <ul style="list-style-type: none"> Response about CCTV use across the Council group. Auckland Unlimited information was included in the group response. Response about the film permit fees Netflix paid to film at the historic Warkworth Cement Works (request from a local volunteer group which looks after the site) and what happens to the fees received. Response about Auckland Live’s <i>Michelangelo – A Different View</i>. The requestor asked for total cost, gross profit, and amount paid to supplier Benefitz Ltd. AUL did not hold most of the information (was only party to a venue hire agreement with the event promoter). Response for the Risk Assessment Report used to determine the vaccine pass requirement for Auckland Zoo entry. No such document was held, but context was provided about how AUL exercised its discretion to require passes for all its public institutions. 			
KPIs	Last month	This month	Comment	Status
Page views of brand home	476	684	New staff accessing brand home for induction. Increased CCO engagement with brand home.	
Download of brand assets	719	1376	New assets uploaded from Region of Wairuatanga NYE shoot and increased demand with tourism and other campaigns.	
Pieces of media coverage mentioning AUL	72	243	This had a cumulative potential reach of 10,187,501 and an ASR of NZD \$2,795,597.	

People

Workstreams	Update			
Covid-19	<ul style="list-style-type: none"> Vaccination policy updated to reflect change to Education Outside the Classroom changes by Ministry of Health, unvaccinated students to be able to attend EOTC activities at our venues. We began consultation in March regarding proposed changes to our Covid-19 Vaccination Policy. Following the consultation period, a recommendation was made to the ELT that based on the risk assessment, the weighting from our people to it being removed, and both public health and legal advice that we remove the vaccine mandate and move to a position where vaccination is strongly recommended. The ELT were in support of this recommendation, and it was put in place. 			
Recruitment	<ul style="list-style-type: none"> Our annualised turnover is 16.5% as at end of March 2022, down from 17% the previous month. Head of Comms role filled, [REDACTED] S7(2)(a),(f)(i) LGOIMA 1987 			
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	February	March	Comment	Status
Engagement (Officevibe)	7.3	7.3	No change to our engagement scores this month but participation has increased by 2%. Continuing to monitor both result and feedback comments for trends.	
Participation in Officevibe	51%	53%		

Health and Safety

Workstreams	Update			
H&S Committees	<ul style="list-style-type: none"> In March Victoria Street, Auckland Zoo, NZ Maritime Museum, Auckland Art Gallery and Auckland Stadiums held H&S committee meetings. 			
Incident Investigations	<ul style="list-style-type: none"> Workshop on incident investigations held with health and safety team. Review of health and safety incident investigation process has been completed. Report will be presented to the Risk Committee at April meeting. 			
Health and Safety Performance Indicators	<ul style="list-style-type: none"> Potential health and safety performance indicators to be presented to Risk Committee for selection and inclusion in future reports. 			
Training	<ul style="list-style-type: none"> Officer and due diligence training completed for Board and Executives. 			
Contractor Management	<ul style="list-style-type: none"> A review of the contractor management process has commenced 			
Risk Management	<ul style="list-style-type: none"> A project to identify and systemically control critical risks has commenced. 			
Health & Safety Report	<ul style="list-style-type: none"> <u>Health and Safety Report</u> can be found in the Resource Centre. 			
Incidents	Last month	This month	Comment	Status
Lost time incidents	1	2	Riskmanager #1270036 – An employee was using a vacuum cleaner to clean up a flood at the Civic. Riskmanager #1270807 – An employee at North Harbour Stadium injured their back lifting heavy boxes.	
Employee medical treatment	1	1	Riskmanager #1269242 - A zoo employee was using a nail gun and punctured their thumb.	
Minor staff incidents	5	11	Of the 5 minor staff incidents 6 required no treatment and 5 required first aid.	

Digital


Workstreams	Update
Shared Services	• [REDACTED]
Cybersecurity Strategy and Governance	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] Specific role-based training was delivered to the ELT, and management are keen to run a table-top cybersecurity incident response exercise for the Board. We are working on a paper to provide the Board with a business understanding of the risks that Cybersecurity poses to AUL and the consequences that an attack could have.
S7(2)(f)(i) LGOIMA 1987	

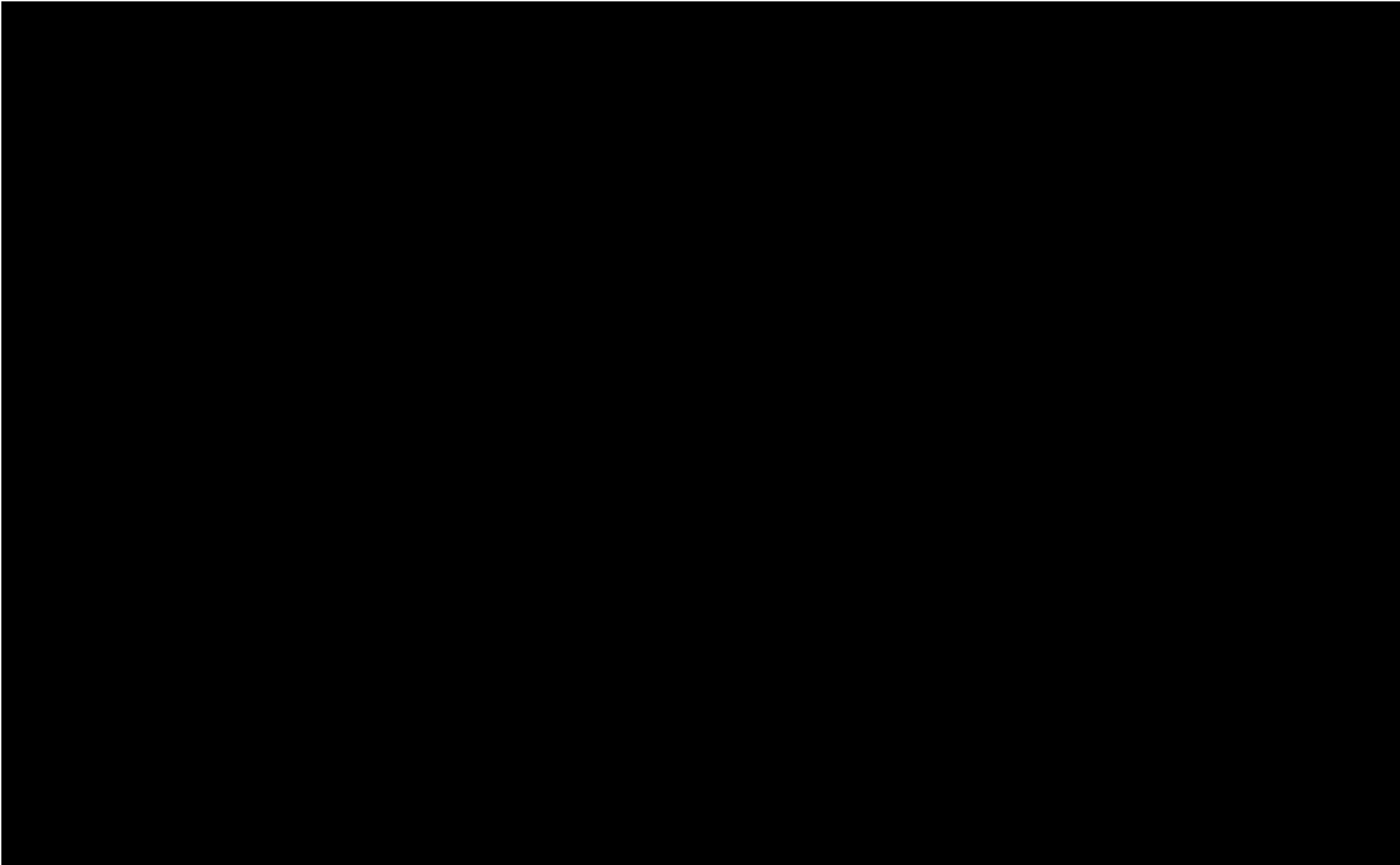
	<ul style="list-style-type: none"> All high and medium recommendations from the PEN testing report have been scheduled to be completed on the aucklandnz.com web stack over the coming month. Implementation of Multi Factor Authentication, identified as a high risk is still sitting in an unaddressed Council ICT ticket. Good progress continues to be made on device hardening and vulnerability management, in line with remediation of key risks identified in the risk register. Cybersecurity Dashboard updates are attached in Appendix 1 of this report. Our NIST score now sits at 2.0, up from 1.3, 6 months ago. 			
People S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] The Digital Lead Team offsite took place last week, resulting in far greater clarity of both organisational priorities and therefore alignment of the digital team deliverables, and also roles and responsibilities within the team for delivering those. We have also identified key areas within the way we work to drive improvements across the team in Digital processes, which will lead to a consequent uplift in quality and productivity. 			
Finance	<ul style="list-style-type: none"> We have met with Audit NZ to assist them in their completion of our Systems Audit. 			
Data and Integration platforms	<ul style="list-style-type: none"> In the absence of being able to recruit our own Data Architect and Data Engineer, we are looking to engage with a data and an integration partner to architect, design and build out the foundations of these two areas. These platforms will be key enablers for many of the projects in train (membership portals, finance system integration, city wide calendar., Digital Auckland Hub, ticketing solutions), and will underpin our ability to generate the efficiency gains we are looking for. 			
Projects	<ul style="list-style-type: none"> Good progress continues to be made on the self-serve membership customer portal for the Zoo, and this work can then be reused for the development of the Gallery portal. Planning is underway for a new Point of Sale (POS) solution for the Zoo, and work has started on a Proof of Concept (POC) to ensure that we can successfully deliver the solution given the constraints of working within Council's network at the Zoo. We have confirmed the use of a common ticketing platform for all of the cultural organisations, and are now also confirming alignment to MOTAT, and the ability to sell joint tickets for the Zoo and MOTAT, and also cross sell and upsell across the whole of AUL. The team are working closely with the Māori Outcomes team on the delivery of a cultural app. 			
KPIs	Actual	Target	Comment	Status
Cybersecurity posture	2.0	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.	
'Lights on' system availability	100.00%	99.9%		
Customer services	10	10 days		
Project delivery	80%	85%	Measurement – on time and within budget.	

Finance and Corporate Services

Workstreams	Update
Finance	<ul style="list-style-type: none"> March YTD financial performance represents a lower level of council funding than budgeted (\$9.3m). Year to date revenue shortfalls in Cultural Organisations and Arts, Entertainment and Events rūpū, are largely offset by cost savings and wage subsidies received, with the final wage subsidy received in December. I&I net cost is also beneath budget with timing impacts affecting both revenues and costs. Capital spend continuing to run at approximately 60% of YTD budget due to COVID conditions, including cessation during Level 4, and operational constraints, including ongoing supply chain impacts in Level 3. Latest estimates of Trust financial performance for FY22 indicates a net cost of services (i.e., council funding requirement) of approximately \$2m above budget, however this may be mitigated, in part, if the restructure provisions are not required. Performance impacts are driven primarily by revenue/gross margin at risk over December to March period, and depending on traffic light settings, event cancellations and public response to being able to get out and about/behavioural hesitancy to participate in groups. AUL Company financial performance is favourable in terms of cost to council however this has been impacted primarily by timing differences between grant receipts and expenditures. Forecast for AUL Company full year is within budgeted council funding cost but with significant swings to reflect income and grants from the Activate and Reactivate Tāmaki Makaurau support packages and timing differences in expenditures. Work is underway to confirm potential FY22 costs to be deferred to FY23 (Deferrals).
Risk S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> Risk workshop completed on 16 March 2022. [REDACTED] [REDACTED]
Planning	<ul style="list-style-type: none"> Draft FY23 Annual Plan, with proposed change requests, was provided to the Auckland Council Planning Team on 25 February. Finance is continuing to work with Council on the review of the annual plan and change requests.
Procurement	<ul style="list-style-type: none"> The single organisation-wide procurement process has been implemented and working well. The Procurement team have yielded a year-to-date quantifiable contribution of just over \$1.1m (savings of \$594k and avoided costs of \$519k), this excludes the unquantifiable benefits the team provide. Continuing to make progress with progressive procurement, working alongside Amotai we have spent \$506k ytd with Māori vendors, in addition to awarding a number of new contracts.
Organisation Design	<ul style="list-style-type: none"> The restructure to a single Finance department is commencing shortly after being delayed due to the lockdown.
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 of work in progress in Q4	Key tasks, Risks, Issues
C&T focus to leverage merger and drive further integration	<ul style="list-style-type: none"> Complete implementation of Tuia recommendations that were placed on hold or scheduled for FY23 ELT has tasked the Change and Transformation team to work with Cultural Organisation and Arts, Entertainment and Events to identify how we can operate in a more integrated manner, fully leverage the benefits of the merger and define an operating model that is agile and connected. Finance migration to SAP of Ungerboek (UB) event and non-event related financial activities 	<ul style="list-style-type: none"> KEY TASK: Tuia remaining actions and initiatives reviewed with People team. Communications across AUL of Tuia changes implemented to date and remaining initiatives will be shared with all staff in May. KEY TASK Marketing and I&I consultation commences 11 May. Remaining functions to complete: Security, Māori Outcomes, Finance (incl corporate services), AEE, H&S ISSUE: Project Synergy may identify further changes to AEE and CO to implement KEY TASK: Launched Project Synergy which addresses some key recommendations of Tuia. Purpose is to identify how AEE and CO can operate in a more integrated manner, fully leverage the benefits of the merger and define an operating model that is agile and connected. Approach is to work across the value chain. Planned completion early June. <div style="text-align: center;">  </div> <ul style="list-style-type: none"> TASK: Current state completed process mapping completed. Future state development underway. RISK: Council SAP team have requested detailed user stories to be built. C&T team looking to resource this with a Business Analyst ASAP.
Lifting Capability	<ul style="list-style-type: none"> Accelerate project management competence in AUL 	<ul style="list-style-type: none"> KEY TASK: 1st cohort of 15 AUL staff to be trained identified. Need agreement with ELT. Training content developed and service provider identified.
Ways of working and Accommodation	<ul style="list-style-type: none"> MS Teams adoption progressing to plan for most functions. There are some adoption challenges. Exit of Queen Street offices Aotea Centre 	<ul style="list-style-type: none"> ISSUE: Zoo requested to defer implementation. We have offered additional help to Zoo team to remain on schedule. ISSUE: Some connectivity issues at Vic Street identified, short term solution provided while ICT seek to resolve matter. KEY TASK: Discovery of requirements for layout and number of staff to accommodate underway.



Auckland Unlimited – Financials

For the period ending 31 March 2022

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	78.5	87.9	9.4	107.8
Direct revenue	B	81.7	67.5	67.1	0.4	88.0
Fees & user charges		24.3	10.2	28.8	(18.6)	39.5
Operating grants and subsidies		27.1	40.6	13.3	27.3	16.8
Other direct revenue		30.3	16.7	25.0	(8.3)	31.7
Direct expenditure	C	168.6	146.0	155.0	9.0	195.8
Employee benefits		75.3	61.9	61.7	(0.2)	80.8
Grants, contributions & sponsorship		9.3	25.9	10.8	(15.1)	12.6
Other direct expenditure		84.0	58.2	82.5	24.3	102.4
Other key operating lines						
AC operating funding		96.0	79.7	87.9	8.2	107.8
AC capital funding	D	46.4	23.8	41.6	17.8	56.7
Working Capital Fund repayment		-	(0.2)	0.0	(0.2)	0.0
Capital Grants paid to RFA Partners		1.1	0.1	0.0	0.1	0.0
Capital Contributions		0.0	0.5	0.0	0.5	0.0
Depreciation		39.0	29.0	34.0	5.0	45.7
Donated Artworks		2.2	0.9	0.0	0.9	0.0
Net interest revenue (expense)		0.2	0.1	0.1	0.0	(0.1)



Financial Commentary

A: The favourable variance is due to changes in the timing of planned expenditure in response to the COVID driven adverse revenue results and uncertainties regarding future revenues.

B: Direct Revenue is favourable due to Activate and Reactivate Tamaki Makaurau grant funding and wage subsidy receipts, offset by a reduction in visitor and event revenues resulting from the COVID restrictions.

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 impacts 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 previous border uncertainty a major tenant of Mt Smart Stadium has based themselves in Queensland which is impacting 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 Rōpū structures are implemented.