Board Meeting Agenda (Public)



9.00 a.m. Wednesday 27 October 2021

Remote Meeting (Teams)

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROC	EDURAL				
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Confidential Minutes 24 September & 29 September, Public Minutes 29 September 2021 and Action Tracker ¹	To Approve	T&C		
3	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C		
CE RE	EPORT AND PERFORMANCE REPORTING				
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ² 3. Health and Safety Report (RC) ² 4. Capital Programme (RC) ² 5. LGOIMA Register (RC) ²	To Note	T&C	9.05 a.m.	55 mins
SIGNI	FICANT STRATEGIC MATTERS				
5	Responding to the Government's "COVID-19 Protection Framework", Nick Hill ³	To Discuss	T&C	10.00 a.m.	1 hour
6	Auckland Unlimited Māori Outcomes Plan, Helen te Hira ²	To Approve	T&C	-	
7	Reactivating Tāmaki Makaurau, Shelley Watson ²	To Note	С	-	
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABIL	.ITY			
8	Auckland Unlimited Q1 Performance Report, Brian Monk ³	To Approve	T&C	11.00 a.m.	1 hour 25 mins
9	Regional Business Partner, Pam Ford ⁴	To Approve	С		
10	Elemental AKL, Richard Clarke ⁵	To Approve	С		
11	Services Contract Variation, Robbie Macrae ⁵	To Approve	Т		
12	Utilities Contract, Heather Harris ⁵	To Approve	Т		
13	Transformation Plan, Mark Shepherd ²	To Note	T & C		
LUNC	н		•	12.25 p.m.	30 mins

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

² S7(2)(f)(i) LGOIMA 1987

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

⁵ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

Board Meeting Agenda (Public)



Item	Subject	Action	Trust/Co.	Start Time	Duration
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABIL	TY (continued)			
14	Auckland Studio Network and Screen Attraction, Pam Ford ⁶	To Note	С		
15	Board Evaluation ⁶ , Mark Franklin	To Discuss	T&C		
RŌPŪ	STRATEGIC FOCUS: CULTURAL ORGANISATION	ONS			
16	Cultural Organisations Rōpū Introduction Heather Harris	To Discuss	Т	12.55 p.m.	2 hours
	Cultural Sector update ⁶ Update from Business Directors ⁶ - Auckland Zoo – Kevin Buley - Auckland Art Gallery – Kirsten Lacy - NZ Maritime Museum – Vincent Lipanovich - Auckland Stadia – James Parkinson Rōpū Direction: Key Initiatives & Next Steps ⁶ Heather Harris				
BOAR	D PRIVATE SESSIONS			,	
17	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T&C	2.55 p.m.	5 mins
	Close of Meeting			3.00 p.m.	

⁶ S7(2)(f)(i) LGOIMA 1987

Board Meeting Agenda (Public)



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

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

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





BOARD MEETING

HELD ON: Wednesday 29 September 2021 at 9.00 a.m.

AT: Remote Meeting (Teams)

PRESENT: Mark Franklin Chair

Jennah Wootten Fabian Partigliani Jen Rolfe

Carol Cheng Evan Davies Dan Walker Hinurewa te Hau Alastair Carruthers

APOLOGIES: None

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

Cr Richard Hills Auckland Council via Teams (Items 1 – 4)

Deputy Chair

Executive Team Nick Hill Chief Executive, Pam Ford Investment &

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

and Communication

James Parkinson Director, Auckland Stadiums (Item 7)
Tim Kingsley-Smith Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

The Board noted that Alastair Carruthers would be joining the meeting later and that Fabian Partigliani would need to leave the meeting for an hour at 10.00 a.m.

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

The Board noted two additional actions and related amendments to the draft 25 August 2021 Confidential minutes.

The Board discussed the development of an organisation-wide matrix to evaluate and compare investments across the business. Management confirmed that developing the matrix will be addressed as part of the strategic planning programme.

Subject to the amendments discussed being made, the Board **approved** the 25 August 2021 Auckland Unlimited Confidential and 25 August 2021 Public Minutes as an accurate record of the meeting.

The Board noted the Action Tracker.





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

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

4. CE REPORT

Nick Hill spoke to the paper.

COVID Environment

- Management noted that Auckland Unlimited is highly exposed to the COVID environment. All the organisation's activities and stakeholders are significantly impacted by the lockdowns and border restrictions bought in by the Government to address the COVID pandemic. The current lockdown is likely to have a long tail and it will take time for normality to return so the organisation is adapting to the environment and accelerating some of its work while continuing its work supporting Auckland businesses.
- Management noted that given the Government's clear goal of vaccinating as many New Zealanders as possible in preparation for the country adapting to living with COVID, the organisation may soon need to face some ethical decisions related to vaccines, testing, use of masks etc. both on the operational and employment sides of the organisation. At this stage the organisation is waiting for the Government to decide how it will proceed, particularly in the areas of events and hospitality, and the implementation of COVID passport system.

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

Tourism

 The Board and Management discussed the future of New Zealand and Auckland's tourism sector, and ongoing discussions regarding how to fund tourism activity within and between the industry, Government and Local Governments. Auckland Unlimited is continuing to work closely with the industry and is focused on upcoming marketing campaigns and upskilling and attracting people to work in the industry.

Auckland Council

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

 Management noted Auckland Council's recent announcement of \$130m of capital investment into Auckland's midtown area. The investment is great news for the area which encompasses several Auckland Unlimited venues. Auckland Unlimited's role will be to continue to efficiently manage its venues and to ensure that it provides quality content and activations to increase demand in the area.

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

Engagement with Local Boards

The Board and Management discussed Local Board engagement. Management noted that the
organisation wants to support, and be supported by, all of Auckland's Local Boards. However,
all CCOs need to balance their obligations for local engagement, against their obligations to act
regionally and in the best interests of Auckland as well as demands on resources.

Management noted that Local Boards are important to the governance of Auckland, and that it is working with Local Boards to improve engagement.

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





The Board noted the CE Report.

Councillor Watson, Councillor Hills, Fabian Partigliani (10.01 a.m.) and the Executive Teams left the meeting. Helen te Hira and Shelley Watson joined the meeting.

5. AUCKLAND UNLIMITED TE REO MĀORI INGOA

Helen te Hira spoke to the paper.

6.

 Management noted that the process to decide the te reo Māori name for the organisation has been thorough and has gone through several iterations and developments. The team has focussed on choosing a name that will be truly embraced across the organisation and infused throughout everything the organisation does.

•	The Board and Management discussed the consultatio team has worked closely with Ngā Mātārae at Auckland Forum.	Council and the Mana Whenua Kaitiaki
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Helen	te Hira and Shelley Watson left the meeting.	S7(2),(f)(i) LGOIMA 1987
AUCK	LAND STADIUM NETWORK	
Manag	ement presented to the Board.	
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	S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987

The Board the Auckland Stadium Network update.

James Parkinson joined the meeting.

7. UNSOLICITED OFFER

Nick Hill updated the Board on a recent unsolicited offer.

Alastair Carruthers joined the meeting at 11.01 a.m.

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

The Board noted the unsolicited offer update.

James Parkinson left the meeting. Fabian Partigliani (11.05 a.m.) and Heather Harris joined the meeting.

8. AOTEA BACKUP GENERATION PROJECT

Heather Harris spoke to the paper.

- The Chair of the Capital Projects Committee noted that the Committee had discussed the project in detail and was satisfied that the facilities required backup power generation and had recommended that the Board approve the investment.
- The Board queried whether other options aside from diesel powered generators were considered. The Chair of the Capital Projects Committee noted that other options were considered by Management, but given the function of the emergency generators, the requirement to produce a lot of immediate power at short notice, diesel power was the only viable option currently available. It is important to keep in mind that the emergency generators are only designed to run for short periods of time on very rare occasions.

The Board:





- Approved the Aotea Precinct Backup Power Generator Business Case. S7(2)(f)(i) LGOIMA 1987
- 2. Approved the Aotea Precinct Backup Power Generation Project
- Delegated authority to Nick Hill, Chief Executive to enter into contracts as required to deliver the project.

9. MAINTENANCE AGREEMENT

The Board:

- 1. Approved the Supplier Recommendation Report; and
- 2. **Delegated** authority to the CEO to execute the contract.

Heather Harris left the meeting. Pam Ford joined the meeting.

10. FUNDING AGREEMENT VARIATION

The Board:

- 1. Approved the Tourism Support, Recovery and Re-set Variation Agreement; and
- 2. **Delegated** the Authority to sign the Variation Agreement to the Chief Executive.

11. DESTINATION COMMITTEE MEMBER

The Board **approved** the proposed approach to appoint a new Destination Committee member as outlined within the paper.

12. AUCKLAND FILM STUDIOS

Management spoke to the paper.

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The Board noted the Auckland Film Studios update.

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

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



13. TRANFORMATION PLAN

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

The Board noted the Transformation Plan.

Mark Shepherd left the meeting.

14. FY23 ANNUAL PLAN

Brian Monk spoke to the paper.

•	Management noted that the FY23 Annual Plan paper outlines Auckland Council's approach to the FY23 Annual Plan including three planning scenarios and the modelling done by AUL based
	on them.
	S7(2)(f)(i) LGOIMA 1987
	3/(2)(I)(I) LGOIMA 190/

- Management noted that the APTR is the subject of a workshop with Councillors on October 27.
 The Mayoral proposal for the FY23 Annual Plan will be considered by Council in December.
- Management noted that the organisation will commence a top down reforecast of FY22 and FY23 in October. The outcomes of the forecast for FY22 will go to the Board in November and for FY23 in January 2022. This will be followed by a round of Council meetings and workshops during March-June 2022 before the FY23 Annual Plan is adopted.

The Board noted the FY23 Annual Plan update.

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15.	ROAKD	AND CE	SESSION	AND BOARD	ONLY SESSION

The Board held a Board and CE session. There were no matters to be minuted.						
The Board Meeting ended at 12.34 p.m.						
Confirmed as a true and correct record of the meeting of 29 September 2021:						
Chair	Date					



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Mark Franklin	Chair	Precinct Management Limited (Director) Te Kuha General Partner Limited (Director) Aquaclear Dewatering Technology Limited (Director) Rangitira Developments Limited (Director) Stevenson Holdings Limited (Director) Stevenson Group Limited (Director) Stevenson Group Limited (Director) Drury South Limited (Director) Stevenson Agriculture Limited (Director) Auckland Regional Chamber of Commerce & Industry Limited (Director) Lochinver Station Limited (Director) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director)		
Jennah Wootten	Deputy Chair	Cricket 2021 Limited (Director) Generate Global (Director and Shareholder)	Aktive – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member)		Following the voluntary liquidation and dissolution of the Auckland Show Grounds (comprising the EMA and A & P Society) Cornwall Park has appointed a new 12 month operator pending a review of the best use of the site and assets. The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.
Carol Cheng	Non-Executive Director	 Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) 		

		SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder)		
Evan Davies	Non-Executive Director	Capital Investment Committee (Chair) Hospital Redevelopment Partnership Group (Chair) Tāmaki Regeneration Limited (Chair) Todd Property Group Limited (Director) Todd Property Groups together with all subsidiaries (Director) BBIG Group together with its subsidiaries (Director) Western Hills Holdings Limited (Director) WIN Limited (Director) Priory Pastoral Developments Limited (Director) Priory Pastoral Development Company Limited (Director) Tāmaki Redevelopment Company Limited (Director) ThA GP Limited (Director) Kimono Capital Limited (Director) Flinders Mines ACN 091 118 044 (Director) Welch Securities Limited (Director & Shareholder) Kokako Farms Limited (Director & Shareholder) Anglican Trust for Women and Children (Trustee) Auckland City Mission (Trustee) Melanesian Mission Trust Board (Trustee)		
Hinurewa te Hau (Hinu)	Non-Executive Director	Matariki Cultural Foundation (Trustee) Matariki Global Holdings Limited (Director) Taamaki Records Limited (Director) Otamatea Pioneer & Kauri Museum Board (Trustee) Q Theatre Limited (Trustee) TEC Workforce Development Council Services (Director)	General Manager Creative Northland Advisor Te Hua o te Kawariki Trust Advisor Manea Footprints of Kupe Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally	On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU
Fabian Partigliani	Non-Executive Director	Partigliani Consulting Limited (Director) 3B&P Family Trust (Trustee) Smartfood Limited (Chairman)	Consultant to Private Equity companies Consultant to individual businesses on business strategy, M&A and operational improvements Red Shield Security Limited (CEO)	RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport.
Jen Rolfe	Non-Executive Director	Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee)	New Zealand Marketing Association (Member)	Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare.

				Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	New Zealand Māori Tourism Society (Deputy Chair) School of Indigenous Studies Limited (Director) Whanau Mārama Parenting Limited (Director) Korowai Hikuroa Consulting Limited (Director and Shareholder) Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) Ngati Ruanui Tahua Limited (Shareholder) Ngati Ruanui Fishing Limited (Shareholder) Ngā Whaotapu (Trustee) Meremere Marae Charitable Trust (Trustee) Stanmore Bay Primary School (Trustee) Tahu Hikuroa Foundation (Trustee) Indigenous Growth Limited (Advisory Board Chair) Massey University Executive Education (Advisory Board Member) Digital Advisory Board of MIT (Advisory Board Member) University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)	Registered Celebrants of Aotearoa (Member) Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	



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

Rolling 12-Month Work Programme

October 2021

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

Chief Executive Report

Report to Board of Auckland Unlimited - 27 October 2021

1. Introduction

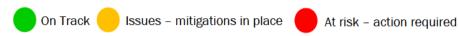
Key issues this month:

- The Government has moved from an elimination to suppression strategy in Auckland (and eventually New Zealand) with ongoing restrictions until a broadly-based vaccination threshold has been reached, expected to be at least 90%. Key impacts on AUL are:
 - Extended suspension of activity across all operational areas with associated revenue losses
 - Uncertainty over future operating parameters (timing, health and travel restrictions, funding, legal liability)
 - Development of AUL vaccination, testing and related health policies
 - Substantial planning and replanning of events and programmes
- We have identified an important opportunity to create a programme to "reactivate Tamaki Makaurau" as restrictions are lifted: a mixture of events and marketing activities under the campaign "Auckland Tamaki Makaurau is Calling" targeting first Aucklanders, followed by the rest of New Zealand and then international visitors as restrictions ease. The campaign can raise confidence and pride amongst Aucklanders in addition to driving demand to struggling businesses. It is using the whole AUL organisation to deliver the programme, thereby speeding up the change process. The programme will also umbrella and support the Council-delivered summer community events (another step forward in the Council family working together).
- AUL is presenting to the Council Finance and Planning Committee on Wednesday afternoon on whether to
 reinstate the APTR. The presentation has been developed with input from the Destination Committee and
 focuses on the importance of AUL's work in tourism and does not get into arguments about whether to retain
 the APTR and alternative funding mechanisms. A copy is included in the Diligent resource centre.
- AUL is part of the economy most affected by Covid restrictions. With our economic development hat on we
 have been working closely with Auckland business leaders to advise the Government on a business support
 package for Auckland that targets the most adversely affected SME businesses.

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

• The extended lockdown is challenging for staff and management, and the move to extend further while vaccination rates increase has added to fatigue and stress. We monitor staff through our fortnightly online survey and provide frequent communications, including a weekly email and occasional video from me. We are taking steps to reduce pressure on key people as we deal with and adjust to the unfolding policy and operating environment that will continue for the rest of the year.

2. Strategic Projects



Project	Update	Next Steps	Status
		\$7(2)(f)(i) LGOIM.	A 1987
Accelerate Auckland: A 20- year vision for Auckland -	Draft under review and broader engagement with CCO CEs & Chairs	Engagement with elected members and comms planning. Scoping phase 2.	
Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.	Australian marketing campaign delayed until 2022.	Preparation for future operating environment if/when border begins to open.	
Single Stadium Operator: Responding to CCO Review recommendation.		S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Draft programme developed.	Council decision on City Centre Transformation programme led by Panuku (November)	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.			
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.		S7(2)(f)(i),(h),(i),(j) LGOIMA 1987	
AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved.	Decision on venue for AC37 deferred to November to allow for further due diligence on bids.	

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

3. Delivering on the Statement of Intent

Cultural Organisations Rōpū

SOI Programmes	Update
Business unit overview:	From 18 August, all venues have been closed to the public and non-essential workers. With recent changes to Alert Levels, more staff have been able to return to Auckland Zoo,
Gallery, Maritime	Maritime Museum and Gallery.
Museum,	Construction projects across Auckland Zoo, Maritime Museum and Stadiums have
Stadiums and	recommenced, with good progress being made notwithstanding additional controls. Delays
Auckland Zoo	will add cost to zoo project.
	Continuing work to adjust the programming and education content across the cultural organisations, recognising continuing delays in reopening and likely restrictions on events
	and gatherings.
	Reviewing the changing Alert Level amendments, COVID-19 guidelines and the Government
	roadmap for Auckland in line with re-opening and operational matters, including
	vaccination requirements and safe working (ventilation, rapid detection, alert system etc).
Auckland Art	
Gallery	S7(2)(f)(i) LGOIMA 1987
	Exhibition installation and book finalisation for Manpower exhibition.
	Exhibition production taking place on Gilbert & George project for next year.
	Ugo Rondinone commission in atrium on track.
	Decant of collection to new store on schedule for completion end of year.
	Head of Kaupapa Māori appointed.
	ART TOI November and March editions in production.
	Staff accommodation and Terrace weather proofing work taking place.
	Ongoing operational planning on heritage construction project.
Auckland Zoo	Delivery of online 'content including Wellbeing in Nature', Conservation Week, Te wiki o te
	reo Māori, and Mental Health & Wellbeing week.
	South East Asia Jungle Track construction recommenced. Project date and cost are
	impacted by outbreak, S7(2)(f)(i) LGOIMA 1987
	Redesign of the current elephant habitat for southern white rhinoceros underway.
	Three lionesses – Aziza, Kibibi and Ilola – arrived on 14 September and have settled in well.
	S7(2)(f)(i)
	Bird Department staff have recommenced the kokako census in the Ark in the Park.
	Sector leadership recognised through keynote participation of the Head of Conservation
	Advocacy and Engagement involved in two large international conferences.
	Zoo staff involved in fieldwork for the population of kākāpō on Te Hauturu O Toi/ Little
	Barrier Island.
Maritime	Well attended launch of the NZMM Master Plan project, with brainstorming of multiple
Museum	ideas and scenarios to kick-start this important work.
	Percy Voss lease agreement has been agreed; control of Percy Voss shipyard will be transferred to Maritime Museum on a return to Level 2. Gurrenthy working through LRS.
	transferred to Maritime Museum on a return to Level 2. Currently working through H&S
	 plans, recruitment and operational matters. Construction work on the Plaza and roof has commenced, with numerous other building/
	maintenance projects also proceeding well.
	 Delivery of NZMM education programmes have now recommenced with museum educators joining classes virtually.
	 Proposed exhibitions schedule through to 2025 in development.
Stadiums	Froposed exhibitions schedule through to 2025 in development.
Statituins	

	• Limite	ed training s	essions are	underway for North Harbour Rugby, NZ War	riors and Athletics
	Auckl	and. All grou	ıps are follov	wing the Government Level 3 Stage 1 proto	cols.
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IMA 1987					
				centre to be established at Mt Smart aimed	
				i and Pasifika communities. Messaging will	leverage the
	conne	ection with N	<i>I</i> loana Pasifi	ka and the Vodafone Warriors.	
Cultural Sector	• Coord	lination with	the wider co	ultural sector on online school holiday progr	amme and the
Partnerships	AUL '	Auckland is	Calling' mark	keting campaign. Good pick up in the media	L
	 Appoi 	ntments ma	de by Counc	cil to the Auckland Museum Trust Board.	
	 MOTA 	T Draft Ann	ual Plan prod	cess underway.	
Property				ite at Auckland Film Studios.	
, ,				ainability commitments, planning for carbor	reduction works
				ry boiler and utilities metering roll-out.	
Security		0 - 20, 440	3	.,	\$7(2)(f)(i), (1
ocounty	Secur	ity Transfor	mation Draia	cts recommenced focussing on AAG, Town	(j) LGOIMA
	Zoo.	ity Halision	nation Froje	cts recommenced focussing off AAG, Town	nali aliu Auckialiu
		ring conflic	t managama	nt training for ALL public facing stoff before	wo ro onon
	• Delive	ering conflic	t manageme	nt training for AUL public facing staff before	e we re-open.
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LGOIMA 1987					
	. =				
Total Visitation	Actual	Budget	Variance	Comment	Status
Total visitation	Actual	_	variance	Comment	Status
	Con 21				
Art Callon	Sep 21	Sep 21		Augkland's mayo to Alart Layel 4 on 19	
Art Gallery	NA	29,000		August closed the vapues to the public	
NZMM	NA NA	29,000 1,958		August closed the venues to the public.	
NZMM Stadiums	NA NA NA	29,000 1,958 7,881		August closed the venues to the public. The closures remain in place under Alert	
NZMM	NA NA	29,000 1,958		August closed the venues to the public.	

Arts, Entertainment and Events Rōpū

SOI Programmes	Update			
Auckland Live	Prior to lockdown, our September period looked to deliver 65% of the number of events that were delivered for the same period in 2019. 23% of the 2019 events were attributed to international presentations which we are missing due to border closures.			
	67/2\/D(:\ L COLMA 1087			
	 Summer is Calling. As AU develops a campaign to encourage a strong summer of visitation into Tāmaki Makaurau and specifically the city centre, we have 228 events across AEE over the outlined period of November 2021 – February 2022. An additional 120 events are possible dependent on alert level changes. City centre activation for the Christmas period could be at risk as other stakeholders decide earlier than Auckland Live to cancel events to minimise their financial exposure. We continue to advocate to hold on a little longer until government guidelines for a return to Alert Level 2 are advised. Both the NZ International Film Festival (November) and The Royal New Zealand Ballet (December) have cancelled their remaining Auckland presentations due to impacts on 			
	 alert levels. Programmes for 2022 Auckland Arts Festival, Auckland Philharmonia Orchestra and The 			
	Royal New Zealand Ballet seasons have now been confirmed and contracted.			
	 An independent review has been commissioned of the Operational Event Risk Framework and AEE venue Emergency Management Plans. Work to be completed in three phases: Review of Operational Event Risk Framework Gap analysis of existing venue Emergency Management Plans Review of updated venue Emergency Management Plans when completed. 			
Auckland	Prior to lockdown, Auckland Conventions looked to deliver 43% above the budgeted			
Conventions	events revenue for September this year. Of the original September events, 28 have cancelled, 11 have postponed and are looking to reschedule, and one event went ahead.			
	 APEC conference options for a reduced access series in Aotea Centre or digital only model have been explored and are ready for implementation. 			
Major Events	National Programme Round 2 final approvals on recommended investment in process –			
	\$404,000 recommended investment across 10 events. National Programme Round 3 funding round open for applications - \$105,000 available			
	funding, plus Regional Events Fund.			
	City Centre Activation and Programming project engagement commenced and consolidated with existing Waterfront Activation and Programming content.			
S7(2)(f)(i) LGOIMA	Topical and Forest and Fores			
1987	a 11 International hide in progress			
Business Events	 11 International bids in progress. Australian market activity for 2022 remains strong with more than 10 bids in process. Auckland Business Events Fund funding round open for applications. Budgets re-phased to provide maximum industry support following lockdown disruptions, including COVID-19 contingency based funding. 			
KPIs	Actual YTD Budget YTD Variance Comment Status			
	S7(2)(f)(i) LGOIMA 1987			
Number of Events	170 223 -53			
	S7(2)(f)(i) LGOIMA 1987			
Total Attendance	171,099 156,736 14,363			

Investment and Industry Ropū

SOI Programmes	Update
Investment Attraction	 AFS expansion build scheduled to start 30 August was delayed due to Alert Levels. Work commenced 4 October. Budget remains an issue as Alert Level 3 restrictions restrict activity and increase costs.
Business Innovation and Support	 S7(2)(f)(i),(g),(h),(i) LGOIMA 1987 A Callaghan Innovation Grants moratorium has been announced on new R&D grant applications – the team is managing customer enquiries. Alert Level 3 has seen a decline in registrations for RBP as businesses attend to practical requirements of opening. Tourism operators are largely working with providers after receiving funding in the last 3 months. Regular newsletter updates have been sent to our business database during level 3.
Skills and Workforce	Martin Jenkins was commissioned to research the impact of COVID-19 on Auckland's youth workforce. Key insights from the research include:
	S7(2)(f)(i),(h),(i),(j) LGOIMA 1987
Tourism	 Auckland is Calling: Marketing consumer activity continues to be planned in readiness for activation. Campaign will include dedicated activity that targets Aucklanders, a domestic campaign to be delivered when it is appropriate to do so, and activity for the Australian market planned in readiness for border re-opening. Promotion of events, visitor experiences across Auckland, hospitality and accommodation will be included in advertising. S7(2)(f)(i) LGOIMA 1987 A Regional Destination Management plan for Matakana has begun. Plans for Waiheke Island and Aotea Great Barrier Island are in the final stages of completion; however, the current lockdown has delayed critical consultation.
International Education	Study Auckland developed a joint regional submission to address the Ministry of Education's draft policy to develop a high value international education sector. AUL's international education industry advisory group supported the submission. Contributing regions included Auckland, Northland, Tauranga, Hawkes Bay, Taranaki, Wellington and Queenstown. The policy will be finalised in November and announced by Minister Hipkins in December.

Low Carbon Economy and Climate Response	 AUL's operational emissions were audited under the Toitū CARBONREDUCE certification programme. AUL has received certification. This was the third year of reporting under the Toitū CARBONREDUCE and CARBONZERO programmes for legacy RFA and Auckland Zoo respectively. It is important to note that any reductions between FY2019/20 and FY2020/21 were influenced by external factors such as alert level restrictions and border closures due to the COVID-19 pandemic. Task Force on Climate-related Financial Disclosure (TCFD): we have received the draft TCFD report from AECOM that identifies the climate-related risk on AUL's assets based off RCP4.5, RCP8.5 and a disorderly transition scenario. This will capture the interviews conducted on asset stakeholders across the organisation. A gap-analysis and recommendations are provided in according to the TCFD framework and the overall assessment. We are preparing to present to Risk Committee in November. Climate Innovation Hub will launch in June 2022. 			
KPIs	Last month	This month	Comment	Status
Screen Attraction Enquiries		13	Set to embark on marketing and comms strategy to support screen attraction. KPI to be further developed.	
RBP R&D Grants RBP Business Capability/Tourism Transition Funding	17 grants totalling \$441,831.7 \$460,764	47 grants totalling \$1,186,611 \$488,239	Moratorium announced this week for at least 8 weeks – uncertainty on when this may resume. Demand for R&D and innovation support is very high. Management Capability Fund is primary fund and requires co-funding. Annual funding is already running low and KPIs sit well above target. Demand at about 50 registrations and 30 returning clients per week. Startup activity is high.	
RBP Māori/ Pasifika businesses	25/23	26/26	Note: Self-identified YTD 81/72.	

Māori Outcomes Rōpū

SOI Programmes	Update
Te Matatini	Planning is now well underway, with mitigations in place given the COVID-19 environment.
S7(2)(f)(i) LGOIMA 19	AUL continues to support media messaging in support of a vaccination campaign that would enable the festival to go ahead in Tāmaki Makaurau.
Tāmaki Herenga Waka Festival 2022	 Next steps are to hold a workshop with mana whenua in early Q2 (COVID-19 lockdown dependent) to work through what potential the governance and delivery aspirations and mechanisms are for future delivery in partnership.
Māori Outcomes Programmes	 The Toi Tū Toi Ora (TTTO) Programme has completed 14 of the 20 initiatives funded by the MOSG grant. A formal evaluation of the kaiaraihi employment pilot has resulted in 3 new permanent positions. A Head of Kaupapa Māori position was successfully appointed. This role will assist with the appointment of a new Senior Māori curator, and the roll-out of the Māori arts symposium for 2022. An acquittal document and the TTTO book has gone to print and will be launched in February 2022. Support for Auckland Zoo's appointment of a Kauapapa Māori Advisor has shortlisted candidates for interviews post level 3 lockdown. The bilingual wayfinding and signage project for AUL has identified the CAPEX fund for Māori Outcomes over the next three years as the future source of resourcing. The next month will develop a plan to continue this work across AUL stadia, and facilities.
AUL Māori Outcomes Plan	• The MO Plan has collated the achievements from the legacy Plans of ATEED and RFA and identified initiatives underway. The plan supports an effort over the next 3 years for each ropu to develop a bespoke approach, reflecting the SOI, our Te Tiriti commitments, legislative obligations and the advice and guidance of mana whenua and the IMSB. The plan

	will be presented to the October Board meeting for approval and continue a process of socialisation and engagement across AUL.
\$7(2)(f)(i) LGOIMA 19	87
Whāriki Māori Business Network	First meeting with Board Chair of the network. This will require further consideration, given the previous source of funding from Council's Māori Outcomes Fund is not available this financial year.
Economic Development	 Feedback from a series of 1:1 meetings with rangatira of mana whenua commenced between the Māori Outcomes Director, 4 have identified that an engagement plan in support of identifying where the opportunities are for mana whenua to work with AUL for economic and cultural wellbeing is a priority. The IMSB is also seeking evidence of a formal commitment to a Māori Economic Development Action Plan that reflects support for Māori business and communities. This should be explored in the next 2 quarters.

4. Corporate

Marketing and Communications

Workstreams	Update
Brand	 The Auckland Council Group is aligning for the first time on a single creative idea 'Auckland is Calling' to reactivate Tāmaki Makaurau over summer, subject to pandemic restrictions. The creative idea was imagined from a kaupapa Māori perspective and refers to karanga, calling through a tomokanga archway onto marae. Further, there will be attribution to the Auckland Council 'pohutukawa' mark. The Auckland Unlimited te reo Māori name roll-out will occur in February 2022, around Waitangi Day, to allow for legal, financial and digital tasks to be completed.
Marketing	 S7(2)(f)(i) LGOIMA 1987 Marketing and digital assets for online school holiday activities created and promoted. Marketing and digital assets for online Diwali ready for October launch. Accessibility audit recommendations have been actioned for Wintergarden, The Civic shows. In addition, the Ticketmaster NZ online experience and virtual tours of venues for patrons with accessibility needs have been enhanced. More than 10 vacancies in the AUL marketing, digital and sponsorship community is placing additional demand on remaining resources.
Communications	 The Communications transformation consultation is in progress. AUL is leading a sub-group of the Industry Leader's Group to shift the narrative of Auckland from 'Covid-city' to desirable place to enjoy attractions and experiences and visit when possible.
7(2)(f)(i),(j) LGOIMA 1987	 Key external communications for September included: Auckland Diwali Festival cancellation; online school holiday programme activities AUL and sector partners have on offer for families and Michaelangelo announcement. Key internal communications for September included: regular Incident Management Team communications to all staff and significant planning for L2; project Tuia updates; Digital Auckland Ako story. Communications plans are underway for Single Stadium Operator project; te reo Māori name; NZMM Master Plan and Te Matatini.

	Final 36th America's Cup post-event reports briefed to Mayor and Councillors.			
Media	Key media themes for September relating to AUL's work included coverage of:			
External Relations	 External Relations Strategy drafted and engagement with ELT underway. Chief Executive stakeholder list review near completion. Drafting of the AUL Government Relations Strategy commenced. 			
LGOIMAs	 The full <u>LGOIMA Register Report</u> can be found in the Resource Centre. Underway. Amazon Studios correspondence – 22 Oct statutory extended deadline. 			
KPIs	Last month	This month	Comment	Status
Page views of brand home	1,772	16,156	The large number of Brand home page views in August was due to a paid social media ad campaign.	
Download of brand assets	1,516	1,254		
Pieces of AUL media coverage	208	84	This coverage had a cumulative potential reach of 1,611,553 and an ASR of NZ\$654,373.	

People

Workstreams	Update	Update		
Wellbeing	across up-to-d Comple 65% pa	across channels references support available and also keeping FAQ available to employees up-to-date responding to queries being raised. • Completed anonymous vaccination survey to understand the vaccination rates at AUL. 65% participation S7(2)(f)(i) LGOIMA 1987		
Recruitment				
Remuneration		S7(2)(f)(i) LGOIMA 198		
Metrics	August	September	Comment	Status
Engagement (Officevibe)	7.0	7.1	Although the score is consistent there are some differentiated areas – People team will conduct a deeper	
Participation in Officevibe	67%	60%	drive into this data in the coming week. Our participation rate has also dropped so have put in reminders in communications.	

Health and Safety

Workstreams	Update
H&S Committees	In September Auckland Live/Conventions, Auckland Art Gallery, NZ Maritime Museum, Stadiums and the Company (Legacy ATEED) held H&S committee meetings. Note because of COVID-19 lockdown the number of meetings held this month was down on previous months. With the finalisation of Project Tuia. the Health and Safety team will work with the

	rōpū to determine the structure of the committees moving forward as best to reflect the			
	restructured organisation. The Alert Level Lockdown has delayed this work.			
Policy & Process	The review of all H&S forms and guidance documents (e.g., return to work procedure, employee participation procedure) to cover the merged Auckland Unlimited organisation is almost complete. A few of the documents have been identified as requiring further consultation with the business. The roll-out of the new documents will take place when the H&S page on Ako (the AUL intranet) is complete (prior to the end of 2021).			
Safe 365	The H&S Advisors continue to work with the ropu/cultural organisations on ways to continuously develop the safety culture and achieve better standards of H&S identified by the Safe365 audits. There will need to be a 're-set' of baselines to align to the new ropu as the new structures are confirmed. The next Safe365 report will be presented to the Risk Committee and Board at the end of Q2 at the earliest, possibly delayed by the lockdowns.			
Recruitment	Recruitment has gone well to replace the two vacant Senior Health and Safety Advisor roles. Referee checks on the preferred candidates are being undertaken.			
Resource Centre Reports	The full <u>Health and Safety Report</u> can be found in the Resource Centre <u>here</u> .			
Incidents	Last month	This month	Comment	Status
Minor staff incidents	4	2	Two minor staff incidents, one required minor first aid.	
Lost time incidents	0	0	Two minor stall including, one required minor install.	

Digital

Workstreams	Update
Shared Services (with Transformation)	S7(2)(f)(i).(h),(i),(j) LGOIMA 1987
Cybersecurity Strategy and Governance	 S7(2)(f)(i) LGOIMA 1987 We have changed the focus of the services we receive from governance, to also include operational capabilities such as advanced incident response, security management and vulnerability management. The number of Domain Admin accounts has now been reduced to the 3 key members of the AUL Digital Infrastructure team in-line with best practise. Newly provided devices include device encryption, which will gradually be applied to the entire asset base as they are renewed. Work progressing to better define our threat landscape and incident management response plan.
Digital Roadmap	The Digital Roadmap is value driven and being aligned with priority projects identified through the PMO, with governance and funding yet to be finalised.

	 Work continues to gain a better understanding of the former ATEED's Digital landscape and priorities, to determine the urgency of platform rationalisation for the web stack and CRM, and the Digital requirements of the Climate and Tourism Innovation Hubs. 			
Digital Auckland (with Marketing)	 Good progress has been made to better define the intention and customer proposition of the Digital Auckland Hub, from which we are developing a roadmap to prioritise the delivery of the solution and the technical architecture required. The direction has been validated by the ELT, presented to the Destination Committee, and will be brought to the Board in November. 			
Team capability and capacity		We have successfully recruited an Enterprise Architect to the Digital Lead Team who will be responsible for ensuring future solutions are connected, secure, scalable and sustainable.		
Connected Commerce	 Gallery advancement and membership project delivery is in the testing phase and on track to deliver MVP, however additional effort has been required to design a solution that works with Council, as the Gallery sits on their infrastructure. This is a pivotal piece of which forms the foundation of the ticketing and CRM capability for the Cultural Organisations and Digital Auckland Hub. 			
KPIs	Actual	Target	Comment	Status
Cybersecurity posture	1.3	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.	
'Lights on'	99.87 %	99.9%	Measurement – availability of all systems.	
Customer services	15.85 days	10 days	Measurement – average ticket turnaround time.	
Project delivery	60%	85%	Measurement – on time and within budget.	

Finance and Corporate Services

Workstreams	Update		
Finance	September financial performance broadly in line with budget. Revenue shortfalls in the Cultural Organisations and Arts, Capital spend running at less than 50% of budget. s7(2)(f)(i) LGOIMA 1987		
Risk	Risk workshop delayed due to lockdown.		
Planning	 FY22 Business Plan completed. FY23 Annual Plan impacts reviewed by Board at September meeting have been provided to Council. Along with other CCOs we have also proposed a 5% increase to FY23 staffing costs to provide for salary/wage cost and resource availability pressures. 		
Reporting	 Final AUL accounts and Annual Report completion delayed due to Audit NZ delay. Audit commenced 4 October. Accounts to be considered at Risk Committee meeting on 3 November and at out of cycle Board meeting on 12 November. 		
Procurement	Single cross organisation procurement process plan completed. ICT work tracking to plan. End of October implementation date under review pending outcome of on-line training v in person.		
Organisation Design	• S7(2)(f)(i) LGOIMA 1987		
AFS Property Review	Report received.		
Resource Centre Reports	 Financial Performance Report Current Operational Risks Report Capital Programme Report 		

5. Transformation Programme

Key Workstreams (Q1/Q2)	Update	Next Steps	Status
Programme Development	 152 projects identified for FY21/22 that are either unfunded or require support from central resources (ICT, Marcoms). Each project assessed and prioritised with ELT. 54 strategic/transformational projects approved in principle by ELT. Draft business rules and monthly planning process developed by C&T 	 Funding for the 54 projects is being ascertained by Finance team before they can proceed to next step with C&T. Once completed C&T will check scope, timetable, stakeholders, procurement process and project management practice are in place for them to proceed. 	
	Humanforce project scope reviewed and requires significant changes to understand cross-functional dependencies with UB and P&C business requirements.	Project to be fully scoped before proceeding further.	
	Content driven city-wide programming initial scope of work done.	 Waiting for appointment of Director of AEE before proceeding with project. 	
AUL KPI dashboard	 KPI dashboard has been taken over by Finance and Corporate Services. 	ELT working on next iteration.	
Ways of working	Streamlining access to central resources in a planned and efficient way allowing time for heavily indemand teams (ICT, Brand, Marketing, Digital, Communications) to prioritise and deliver work for rōpū.	This is on hold until we are in Level 2 to workshop through functional requirements with ICT and Marcoms key stakeholders.	
	MS Teams Adoption project underway. Planned completion is March/April 2022. Project was re-scoped to Minimal Viable Option and removed need for AC IT to support.	 Project champions appointed for every function and 5 step training content and plan ready for launch. Continue developing platform and functionality with ICT and outside provider. 	

TOM people structure changes	 Current lockdowns and uncertainties have pushed out the timelines of our organisation design work. Current state and next actions in Appendix 1. 	As tabled below in Appendix 1.	
Accommodation.	 Vacating of Mayoral Drive/Queen Street offices and configuration of Vic Street Levels 6 & 7 is complete. Options, costs and configuration presented to ELT. Preferred options to be circulated to ELT for consideration. Migration of Security team from Queen Street to MEOC presented and technical challenges tabled. 	 Scope out with ICT technical challenges for configuration of laptops and connectivity at Vic Street for additional staff. Scope out technical requirements for security team to connect to network at MEOC. Draft plan and timetable to move staff in the new year. 	
РМО	 Head of PMO appointed. Head of strategic projects appointed. 1 of 3 interns appointed. All other roles agreed and advertised internally and externally. Projects that will require PMO support or full ownership and oversight from PMO identified. PMO process to manage and resource project drafted including enablement deploying existing software tooling available in AUL. 	 Interviewing next week and looking for potential candidates for all roles in a tight labour market. Short term pilot until Christmas to test the process and methodology before migration to MS Project online best practise project management tool. 	
Other	Project Tuia programme hub location identified. on level 7 behind Board room.	 Set up is on hold until we can return into Vic St office under level 2. Configuration of the hub is part of the Vic St revised layout to accommodate further staff. Also on hold due to Level 3 restrictions. 	

Appendix 1: TOM Structure Changes Timeline

Approx Positions in scope	Team	Consultation Started	Additional Notes
35	I&I (Phase 1)	Yes - TBC	This year - consult start either week beginning 18/25 Oct. Go live will be Feb 2022. S7(2)(f)(i) LGOIMA 1987
10	Cultural Orgs	Yes - TBC	Starts on 13/14 October
15	Communications	Yes, started on 5/10.	In progress, feedback closes 12/10.
100	I&I (Phase 2)	No	Next year
10	C&T	N/a	This year - Structure being built currently 11/10. Should be in Tupu by WB 18/10.
31	Digital	No	Next year 2022
36	Security	No	Delayed until 2022 (March/April)
130+	Marketing	No	Next year - potentially March/May start
?	AEE	No	Next year - March/April/May dependent on appointment scope of change. Have not seen anything yet.
8	H&S	No	Next year - March
6	Maori Outcomes	No	Next year - March
66	Finance	No	Next year - Feb/March start, depends on new CFO if appointed by then.
17	People	Completed.	Done

Auckland Unlimited – Financials

For the period ending 30 September 2021

Consolidated Auckland Unlimited Financials



Direct operating performance

(\$ million)		FY21	FY22 YTD			FY22
	Notes	Actual	Actual	Adjusted Budget	Variance	SOI Budget
Net direct expenditure	Α	86.9	26.6	31.9	5.3	107.8
Direct revenue	В	81.7	17.4	20.5	(3.1)	88.0
Fees & user charges		24.3	5.0	7.4	(2.4)	39.5
Operating grants and subsidies		27.1	5.0	5.0	0.0	16.8
Other direct revenue		30.3	7.4	8.1	(0.7)	31.7
Direct expenditure	С	168.6	44.0	52.4	8.4	195.8
Employee benefits		75.3	21.1	21.4	0.3	80.8
Grants, contributions & sponsorship		9.3	1.8	3.3	1.5	12.6
Other direct expenditure		84.0	21.1	27.7	6.6	102.4
Other key operating lines						
AC operating funding		96.0	31.2	31.9	0.7	107.8
AC capital funding	D	46.4	6.9	16.2	9.3	56.7
Working Capital Fund repayment		-	(0.2)	0.0	(0.2)	0.0
Capital Grants paid to RFA Partners		1.1	0.0	0.0	0.0	0.0
Capital Contributions		0.0	0.1	0.0	0.1	0.0
Depreciation		39.0	9.5	11.2	1.7	45.7
Donated Artworks		2.2	0.3	0.0	0.3	0.0
Net interest revenue (expense)		0.2	0.0	0.0	0.0	(0.1)



Financial Commentary

- A: The favourable variance is due to changes in the timing of planned expenditure in response to the lockdown driven adverse revenue result and ongoing uncertainties re future revenues.
- B: Direct Revenue is adverse due to a reduction in visitor and event revenues resulting from the COVID lockdowns. Wage subsidy receipts in the Trust have offset timing differences in other grant receipts.
- **C:** Direct expenditure is favourable due to, changes in programme timing as a result of Trans-Tasman border restrictions and resurgence of COVID domestically, delays in implementation of the organisational design/target operating model and further cost controls during lockdown.
- **D:** The capital programme is below budget with significant programmes in the planning stage and the COVID lockdown stopping work at Level 4 and operational constraints impacting in Level 3.

Outlook:

Covid lockdowns will continue to have further revenue impact over the months to come as Auckland moves through Levels 3, 2 and 1. Cost controls will partially mitigate revenue impacts.

We continue to assess the implications of the phases of Level 3 on Auckland Unlimited while Level 2 is known to be particularly difficult for Auckland Unlimited due to the extent that restrictions will have on operations and potential venue and visitor revenues. No wage subsidy is expected to be available in Level 2 to assist in offsetting revenue shortfalls.

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