# Board Meeting Agenda (Public)



### 9.00 a.m. Wednesday 28 April 2021

Member's Lounge, Auckland Art Gallery Toi o Tāmaki, Corner Kitchener and Wellesley Streets

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	Public Minutes 31 March 2021 <sup>1</sup>	To Approve	T&C		
3	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C		
CE RE	PORT AND PERFORMANCE REPORTING				
4	CE Report, Nick Hill  1. Financial Performance Report 2. Current Operational Risks (RC) <sup>2</sup> 3. Health and Safety Report (RC) <sup>2</sup> 4. Capital Programme (RC) <sup>2</sup> 5. LGOIMA Register (RC) <sup>2</sup> 6. Auckland Future, Now Update <sup>2</sup>	To Note	T&C	9.05 a.m.	55 mins
SIGNII	FICANT STRATEGIC MATTERS				
5	LTP Presentation, Jonathan Wilcken	To Discuss	T&C	10.00 a.m.	2 hours 30 mins
6	Project Tuia, Nick Hill and Lynn Johnson <sup>2</sup>	To Receive	T&C		30 mins
7	Management of Board Information, Nick Hill <sup>2</sup>	To Discuss	T&C		
LUNC	Н			12.30 p.m.	30 mins
OPER.	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Υ			
8	Auckland Art Gallery Toi o Tāmaki Verbal Update, Kirsten Lacy	To Note	Т	1.00 p.m.	1 hour 45 mins
9	Auckland Council Statement of Expectations for Substantive CCOs, Noah Maffitt <sup>2</sup>	To Discuss	T&C		
10	Q3 Performance Report to Council, Noah Maffitt <sup>2</sup>	To Approve	T&C		
11	Auckland Council Group Policy, Lynn Johnson <sup>2</sup>	To Approve	T&C		

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<sup>&</sup>lt;sup>1</sup> S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987

<sup>&</sup>lt;sup>2</sup> S7(2)(f)(i) LGOIMA 1987

# **Board Meeting** Agenda (Public)



Item	Subject	Action	Trust/Co.	Start Time	Duration	
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Y (Continued)				
12	Film Studio Infrastructure, Pam Ford <sup>3</sup>	To Approve	С			
13	Auckland Unlimited Health and Safety Framework, Darroch Todd and Craig Goodall <sup>4</sup>	To Note	T&C			
14	Q3 Risk Report to Council, Darroch Todd and Craig Goodall <sup>4</sup>	To Approve	T&C			
15	Auckland Unlimited Finance Policies, Brian Monk <sup>4</sup>	To Approve	T&C			
16	Audit Engagement Letter, Brian Monk <sup>4</sup>	To Approve	T&C			
17	Board Committees and Board Advisory Committees Draft Minutes and Update:  - Risk Committee 19 April Mins <sup>4</sup> - Destination Committee 23 March Mins <sup>4</sup>	To Note	T & C			
BOAR	BOARD PRIVATE SESSIONS					
18	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T&C	2.45 p.m.	15 mins	
	Close of Meeting			3.00 p.m.		

<sup>&</sup>lt;sup>3</sup> S7(2)(f)(i),(i),(j) LGOIMA 1987 <sup>4</sup> 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—
  - 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
  - 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 - PUBLIC MINUTES**

HELD ON: Wednesday 31 March 2021 at 9.00 a.m.

AT: Waitakare Room, Aotea Centre, Auckland

PRESENT: Mark Franklin Chair

Jennah Wootten Deputy Chair

Fabian Partigliani Jen Rolfe

Carol Cheng

APOLOGIES: Evan Davies

ATTENDED:

David Taipari Chair, Independent Māori Statutory Board (Item 1 - 6)

Cr Richard Hills Auckland Council (Item 4)
Cr John Watson Auckland Council (Item 4)

Sarah Johnstone-Smith Principal Advisor, Auckland Council (Item 4)

Tapeta Wehi The Haka Experience (Item 5)

Nick Hill CE

Brian Monk CFO (Items 4, 8 and 9)

Pam Ford GM, Economic Development (Item 4)
Jonathan Wilcken Director, Strategy (Item 4 and 10)

Lynn Johnson Director, People and Culture (Items 4 and 5)

Steve Armitage GM, Destination (Item 4)

Edwina Merito Head of Māori Outcomes and Relationships (Item 5)

Helen Te Hira GM Kaupapa Māori (Item 5)

#### 1. AGENDA AND APOLOGIES

The Board noted the apology of Evan Davies and noted that Dan Walker is on an extended leave of absence from the Board.

The Chair welcomed David Taipari to the Board meeting.

2. CONFIDENTIAL MINUTES ATEED AND RFA 27 JANUARY 2021 AND 5 FEBRUAY 2021 AND CONFIDENTIAL ACTION TRACKER

Subject to amending one section, the Board approved the 24 February 2021 Auckland Unlimited Confidential Minutes as an accurate record of the meeting.

The Board noted the Action Tracker.

3. 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.

 Management summarised the ongoing formation of Auckland Unlimited. Phase 1 was the legal amalgamation of ATEED and RFA into Auckland Unlimited in December 2020. Phase 2 is





focussed on designing one organisation and implementing that design by the start of the next financial year. The initial draft target operating model is due to be discussed later in the meeting.

 Amalgamating the two former organisations creates a number of opportunities including the chance to lift the way a CCO can reflect and deliver upon its obligations regarding Māori responsiveness and Māori outcomes.

#### **Long Term Plan**

#### America's Cup

 Management updated the Board on the status of the negotiations for the location of the next America's Cup.



 The Board noted the destination teams incredible work on the event and thanked Steve Armitage and the team for producing a quality event in challenging circumstances. Councillor Hills and Councillor Watson agreed.



The Board noted the CE Report.

Councillor Watson, Councillor Hills, Pam Ford, Jonathan Wilcken and Brian Monk left the meeting. Edwina Merito, Helen Te Hira and Gavin Anderson joined the meeting.

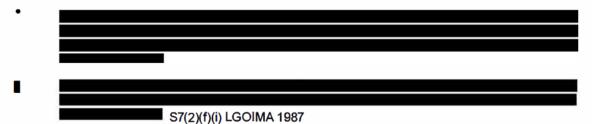
#### 5. AUCKLAND UNLIMTIED MÄORI OUTCOMES AND MÄORI RESPONSIVENESS

Edwina Merito and Helen Te Hira spoke to the paper.

- The Board noted that arguably the two legacy organisations that formed Auckland Unlimited were reactive in terms of their relationship and partnership with Māori in the past. Auckland Unlimited has the opportunity to develop and embed a proper relationship model going forward.
- David Taipari noted that he is attending the meeting to observe and support the Board. The IMSB's core role is to encourage and support Council and CCO's regarding how best to meet the needs of Māori. Historically there has been a lot of talk and discussion of strategy in this space, but tangible implementation of strategy has lagged.

#### Māori Name for Auckland Unlimited

- Management noted that choosing Auckland Unlimited's proposed Māori name has been a
  unique and dynamic process. The proposed name will go to the Kaitiaki Forum for noting when
  it next meets, but it is important to recognise that it is Auckland Unlimited that chooses its name.
- Management introduced Gavin Anderson, Ngāti Whanaunga and Kaitiaki Forum member.
   Gavin explained the meaning behind the proposed name and the symbolism of it, but noted that the name is only as important as what the organisation does with it.



Management noted that the name selection process is ongoing. Gavin has done excellent work
helping the organisation understand, refine, and develop the name. The work on the name has
been authentic and proper so further engagement can continue from this point.

The Board noted the paper and encouraged Management to continue consultation on the Māori name.



#### Māori Responsiveness

- Management presented "Māori in Tāmaki Makaurau Auckland Unlimited's obligations and commitments" and summarised the legal framework that applies to Council and CCOs. Management noted that Auckland Unlimited must:
  - Ensure that the principles of Te Tiriti o Waitangi, such as shared decision-making, partnership and mutual benefit, are applied consistently in activities and decision-making.
  - Fulfil statutory obligations to Māori under the LGACA 2009, Local Government Act 2002 and other statutes.
  - o Enable Māori outcomes and value Te Ao Māori the Māori world view; and
  - Contribute to achieving a collaborative and aligned approach across the Council group to working with Mana Whenua and Matāwaka.
- Management noted that the two legacy Māori Responsiveness Plans for ATEED & RFA will be synthesized and integrated into a new Māori Responsiveness Plan by the new financial year. As part of this, an engagement framework to steer decision making and engagement by the Board with Māori will be developed. Management will continue to provide topic specific briefings to support the Board's decision making.

Gavin Anderson left the meeting.

#### Māori Outcomes



Tapeta Wehi joined the meeting.

- Management introduced Tapeta Wehi and noted that he is a renowned kapa haka expert.
   Tapeta created ATEED's haka. Embedding the haka across ATEED had a positive impact and increased collaboration and confidence within the organisation.
- Tapeta performed the haka to the Board and explained its meaning and significance to the Board.
- The Board thanked Tapeta for working closely with the organisation and the CE.

Tepeta Wehi, Edwina Merito and Helen Te Hira left the meeting. Lynn Johnson joined the meeting.

#### 6. PROJECT TUIA

Nick Hill and Lynn Johnson spoke to the paper.







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	S7(2)(f)(i) LGOIMA 1987
The Bo	pard <b>noted</b> the Project Tuia paper.
David 1	Taipari and Lynn Johnson left the meting.
DRAFT	STATEMENT OF INTENT 2021 - 2023
Nick Hi	ill spoke to the paper.
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•	
	S7(2)(f)(i) LGOIMA 1987
•	The Board and Management agreed that Management will amend the SOI based on the Board's feedback and cycle back to the Board with an amended draft SOI shortly.
The Bo	pard noted the draft SOI.
AUCK	LAND ZOO UPDATE
The Bo	pard <b>deferred</b> the Auckland Zoo update to the tour of the Zoo after the meeting.
Kirsten	Lacy joined the meeting.
ART G	ALLERY EXHIBITION
Kirsten	Lacy spoke to the paper.
Kirsten	Lacy left the meeting.
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### **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) Trury South Limited (Director) Stevenson Agriculture Limited (Director) Auckland Regional Chamber of Commerce & Industry Limited (Director) Lochinver Station Limited (Director) Cleavilley Investments 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)	Sport NZ (GM Partnerships and Communications)     Aktive – Auckland Sports & Recreation (CEO) (from 31 May 2021 onwards)	
Carol Cheng	Non-Executive Director	Hong Consulting Limited (Director and Shareholder)     CYWE Trustee Limited (Director and Shareholder)     CYWE Trading Limited (Director and Shareholder)     Eastland Property Services Limited (Shareholder)     Auckland International Airport Limited (Shareholder)     Spark New Zealand Limited (Shareholder)     Comvita Limited (Shareholder)     SkyCity Entertainment Group Limited (Shareholder)     Tesla Inc (Shareholder)		
Evan Davies	Non-Executive Director	Capital Investment Committee (Chair)     Hospital Redevelopment Partnership Group (Chair)		

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		<ul> <li>Tāmaki Regeneration Limited (Chair)</li> <li>Todd Property Group Limited (Director)</li> <li>Todd Property Groups together with all subsidiaries (Director)</li> <li>BBIG Group together with its subsidiaries (Director)</li> <li>Western Hills Holdings Limited (Director)</li> <li>WIN Limited (Director)</li> <li>Priory Pastoral Developments Limited (Director)</li> <li>Priory Pastoral Farm Limited (Director)</li> <li>Tāmaki Redevelopment Company Limited (Director)</li> <li>THA GP Limited (Director)</li> <li>Kimono Capital Limited (Director)</li> <li>Flinders Mines ACN 091 118 044 (Director)</li> <li>Welch Securities Limited (Director &amp; Shareholder)</li> <li>Kokako Farms Limited (Director &amp; Shareholder)</li> <li>Anglican Trust for Women and Children (Trustee)</li> <li>Auckland Arts Festival (Trustee)</li> <li>Melanesian Mission Trust Board (Trustee)</li> </ul>		
Fabian Partigliani	Non-Executive Director	<ul> <li>Partigliani Consulting Limited (Director)</li> <li>3B&amp;P Family Trust (Trustee)</li> <li>Smartfood Limited (Chairman)</li> </ul>	Consultant to Private Equity companies     Consultant to individual businesses on business strategy, M&A and operational improvements	
Jen Rolfe	Non-Executive Director	Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee)	New Zealand Marketing Association (Member)	Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare. Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	New Zealand Māori Tourism Society (Deputy Chair)     School of Indigenous Studies Limited (Director)     Whanau Mārama Parenting Limited (Director)     Korowai Hikuroa Consulting Limited (Director and Shareholder)     Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder)     Ngati Ruanui Tahua Limited (Shareholder)     Ngati Ruanui Fishing Limited (Shareholder)	Registered Celebrants of Aoteaoa (Member)     Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		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)		

#### DIRECTORS' INSURANCE COVER

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

### Rolling 12-Month Work Programme

April 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-21		CEO Report*	APTR     Transformation Phase 2	Destination Committee - 19 Jan     Board Meeting - 27 Jan     Director Appointments -Committee Induction and Applications
Feb-21	Financial reporting for the ½ Year ended 31 December 2020 Q2 Performance Report to Council Q2 Risk Report to Council Annual Plan FY21/22	CEO Report* Safe365 Director Training Procurement and Inventory Policy Approval	Board Strategy Day	<ul> <li>Risk Committee - 3 Feb (½Y Acts)</li> <li>Board Meeting - 5 Feb (½Y Acts.)</li> <li>Board Strategy Day - 12 Feb</li> <li>Destination Committee - 24 Feb</li> <li>Board Meeting - 24 Feb</li> </ul>
Mar-21	Draft 2021 -2024 Statement of Intent	CEO Report	Māori Outcomes and Responsiveness     Project Tuia	Destination Committee - 23 Mar     Board Meeting - 31 Mar
Apr-21	Q3 Performance Report to Council     Q3 Risk Report to Council	CEO Report	Workshop with Council CCO Oversight Committee: 27 April 2021	Risk Committee - 19 April     Destination Committee - 22 April     Board Meeting - 28 April
May-21	Draft 2021 -2024 Statement of Intent	CEO Report     2021/2022 Draft Budget Proposal		Destination Committee - 26 May     Board Meeting - 26 May     Director Appointments Committee – Interviewing
Jun-21	Recommendation for board members for the AWMM and MOTAT Boards	<ul> <li>CEO Report</li> <li>Annual Insurance Renewal</li> <li>Audit NZ Engagement and Fees FY21- 23</li> </ul>		Destination Committee - 22 Jun     Board Meeting - 30 Jun



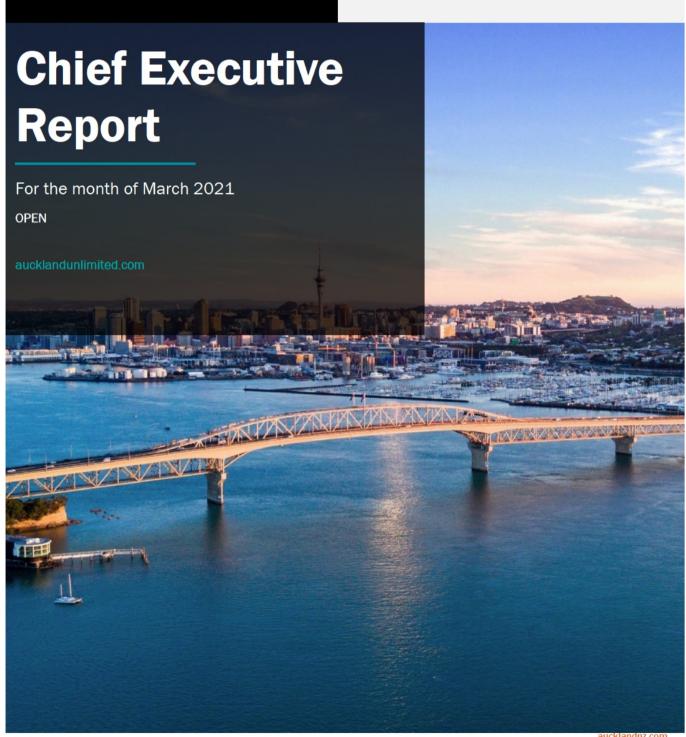
April 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	<ul> <li>Public Board meeting to consider shareholder feedback on SOI</li> <li>2020 -2023 Statement of Intent</li> <li>Financial reporting for the year ended 30 June 2020</li> <li>Q4 Performance Report</li> <li>Q4 Risk Report to Council</li> <li>End of Year Risk Report to Council A&amp;R Com.</li> </ul>	CEO Report     2020/2021 Draft Budget	Public Board meeting	Risk Committee - 26 July     Destination Committee - 20 July     Board Meeting - 28 July
Aug-21	RFA and RFAL Annual Reports	CEO Report		Destination Committee - 25 Aug     Board Meeting - 25 Aug
Sep-21			Annual H&S Framework     and Policy Review	Destination Committee - 21 Sep     Board Meeting - 29 Sep
Oct-21	Public Board meeting to consider Annual Report		Public Board meeting	Risk Committee - 20 Oct Destination Committee - 19 Oct Board Meeting - 27 Oct
Nov-21	<ul> <li>Destination Committee</li> <li>Q1 Performance Report</li> <li>Q1 Risk Report to Council</li> </ul>	CEO Report		Destination Committee - 24 Nov     Board Meeting - 24 Nov
Dec-21				No Board Meeting

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







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### **Key Highlights**

The opening of the New Zealand – Australia border to quarantine-free travel on 19 April is clearly a major milestone, offering opportunities to Auckland businesses that have been under huge pressure over the last year.

As well as being our neighbours and whānau, Australian visitors are economically important. In the year ending December 2019, 864,121 visitors travelled to Auckland from Australia. 43 per cent were visiting friends and relatives (370,000 arrivals), and 28 per cent were here on holiday. Furthermore, Australian visitors accounted for 19 per cent of the total international tourism market spend in Auckland with a value of approximately \$NZD933 million.

#### **Auckland Economic Outlook**

#### Trans-Tasman Travel Bubble

- The opening of the quarantine-free travel bubble with Australia has been highly anticipated by Auckland's tourism industry and will provide an economic boost for Auckland and New Zealand. Australia accounted for 32% of all visitors to Auckland in 2019, providing over \$900 million to the region's economy.
- The bubble is also a boost for trade and investment opportunities. Australia is our main source of foreign direct investment and second largest trading partner.
- Quarantine-free travel is also good news for the screen industry, as (pre-COVID) Australian crew are regularly brought in to top up the requirements for large Auckland/New Zealand-based productions.

#### COVID-19: One Year On

March 25, 2021 marked one year since New Zealand went into Alert Level 4 lockdown. The pandemic has had an
unprecedented impact on our economy and society. While it has been a challenging 12 months, the economy as a
whole has showed extraordinary resilience. Forecasts released by Treasury suggested that unemployment would

- reach 8.3% in a best-case scenario, possibly rising to over 17%. However, the unemployment rate peaked at only 5.1% (Auckland 5.6%) in September 2020.
- The impact at a sector level has been quite disparate. Activity in sectors such as arts and recreation and accommodation and food services have been particularly impacted by alert level increases, while border closures have impacted heavily on the transport sector, with job losses of nearly 10% over the last 12 months. In contrast, construction and industries closely connected to the public sector (e.g., health) are doing very well.

#### **Economic Development**

- Screen Facilitation March statistics: 103 permit applications (776 total for FY2020/21). 67 enquiries (549 total for FY2020/21).
- Screen Attraction: 2 new international productions, attracted by AU, began early pre-production. New production enquiries received indicate ongoing, increased demand to locate screen projects in the region. Constraints are lack of (any) available film studio facilities. MIO insecurity and perception of a tight labour market.
- AKL Film Studio Expansion: The project is tracking ahead of schedule for construction deliverables. Resource
  consent application has been submitted 3 weeks ahead of schedule. The studio design is now fully underway with
  initial costings due 31 March. Construction procurement is currently in market and closing 9 April. Acquisition lead
  appointed and high priority property due diligence underway. Some delays working through council family
  engagement processes and license extension with GSR.
- Auckland Screen Infrastructure: Work with EY to deliver the feasibility study into establishment of screen
  infrastructure fund will be complete in April.

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

- Screen Creative Careers Research: Draft final research report and presentation via Angus & Associates received
  with significant workforce development challenges raised. An 'Insights' report will be published in May.
- Investment: 2 new material investment clients -

- Engagement with Patricia Forsythe (Australian High Commissioner to New Zealand) and Craig Knowles (Consul-General and Trade Commissioner). S7(2)(f)(i) LGOIMA 1987

- GridAKL: 140 businesses, 795 individuals, 44 events held with 2546 attendees. 15 co-design workshops held in Hatchbox (innovation solutions lab). Click Studios / Building 1 (Mt Albert), the creative tech hub, is now full (19 companies) and the private sector team managing Click are looking to expand into a second building.
- The high-level Project Workplan around the Tamaki Innovation Hub is now complete.
- The South F&B From the Ground Up project will build new, high value and sustainable food and beverage products
  by harvesting biproducts from existing manufacturing processes, driving niche categories and retaining and
  driving skills. Ministry of Primary Industries have approved funding to AU, awaiting contract.
- Regional Business Partner programme: NZTE capability and COVID-19 vouchers issued worth \$16.3m YTD. 4295
  new client registrations YTD. Demand continues for RBP services, and ongoing promotion on business advice for
  tourism businesses. Management, R&D and Covid Funds are tracking to schedule. The Tourism Transition Fund is
  tracking behind schedule due to the limited number of eligible businesses applying for funding.
- **Customer Journey Mapping:** Internal review of the customer journey completed by external facilitator TRA, along with 15 business interviews and two Immersion workshops have been completed.
- Covid-19 Alert Level Change Event Impact: Auckland's first Aerospace Cluster Event scheduled for 14 April 2021; it was postponed because of the AL3 lockdown in February-March.
- Pop-Up Business School: The postponed event from last financial year was delivered. The first of the two 2020/21 events were delivered in March 2021. The final event is to be delivered in May 2021.
- Flexi-City: Three cross-Council and stakeholder Workshops were delivered on the 15, 16 and 19 March to inform the Flexicity project scope and next steps.
- Economic Development Minister Stuart Nash met to discuss Auckland tech and screen sector, investor migrants, RBP and industry transformation plans for digital, advanced manufacturing.

#### **Destination**

- Tourism Minister Stuart Nash attended the Destination AKL Industry Leaders Group meeting in March to discuss a
  range of topics that are impacting our industry. The key points focused on the Government's overarching plan for
  quarantine-free travel including the expansion of a bubble with Australia and the readiness of Auckland Airport;
  and our work to develop localised Destination Management Plans.
- Go with Tourism:

- Exhibitors for the 5 flagship Go with Tourism Careers Expos have signed-up as follows: Christchurch 9 (8 booths 13-15 May), Auckland 19 (16 booths 20-22 May), Dunedin 8 (7 booths 9 June), Hamilton 8 (7 booths 13-14 June) and Wellington 11 (9 booths 25-26 June).
- The Itinerary: The first episode of 2021 aired on 17 March and covered the State of the Nation bringing together guests from across the industry. The second episode aired on 31 March and covered how an individual secures a full-time job in tourism after they graduate.
- Pledge a Placement requests continue to stream in steadily 63 requests have been received this year and work is currently being undertaken to get 20 students placed.
- Tourism Innovation Hub: A partnership has been established with New Zealand Māori Tourism (NZMT) which has led to NZMT providing AU with initial partnership funding of \$150k. The funding will contribute to the discovery phase of the project which includes qualitative industry research. The research will identify systemic problems to diagnose and to inform priorities to make transformative changes in the sector.
- AU is supporting Tourism New Zealand's continuation of the "Do something new, New Zealand campaign" with the next instalment running from 19 April until 6 June, aimed at empty nesters and couples.
- AU launched the first joint marketing campaign with Hamilton & Waikato Tourism themed "If you love this, you'll
  love that". It highlights activities and attractions across five themes nature, active breaks, family, relaxation and
  wellness, and food. The campaign is in market until mid-April.
- Alongside Northland Inc, and in partnership with AA Traveller, we are encouraging Kiwis to discover Great Kiwi Road Trips between our regions by following the Twin Coast Discovery Highway routes. This campaign is in market until the end of April.
- Be Kiwi launched in December 2020 and is a digital led generator for over 60 Auckland tourism and volunteer
  providers, enabling Auckland students to discover unique destination experiences that connects them with the
  values, culture and people of New Zealand. Following closely after the February lockdown, the BeKiwi Autumn
  campaign Bring Back The Awesome aimed to increase bookings for key Auckland attractions and raise
  awareness for BeKiwi. The campaign exceeded KPIs around reach, link clicks and book now clicks.
- AC36: More than 450,000 visitors travelled to the America's Cup Race Village during race days since December 2020, including more than 195,000 people across the five days of the 36th America's Cup Match.
- Thousands of revellers crowded the 2021 SPLORE Festival at Tapapakanga Regional Park from 26-28 March.
- Pasifika Festival held on 10-11 April, at Mt Smart Stadium a change from its usual venue at Western Springs. Attendance over the two days was approximately 15,000. Due to the bad weather on the Saturday, this was well down on the attendance from the last Pasifika Festival held in 2018 with attendance of 45,000. The celebration of Pacific culture featured two days of traditional food, music and performances. Prime Minister Jacinda Ardern attended the festival on Saturday morning, along with Arts, Culture and Heritage Minister Carmel Sepuloni and Minister of Pacific Peoples Aupito William Sio. The Leader of the Opposition and Mayor also attended on Saturday morning. The media coverage prior and during the event was excellent.
- ACB's business events opportunities¹ supported has resulted in:
  - As at end of March 2021, total of 147 opportunities won for Auckland which will take place from now until 2027, representing a Total Impact Estimated Value<sup>2</sup> of \$35.6m, generating 99,882 visitor nights from a total of 36,462 attendees. The estimated visitor spend<sup>3</sup> of these opportunities is \$19.6m
  - o YTD Wins:<sup>4</sup> **43** wins, with a Total Impact Estimated Value of **\$14.4m**, generating **10,323** visitor nights from a total of **10,323** attendees. The estimated visitor spend of these opportunities is **\$12.9m**
  - A total of 13 new opportunities have been supported<sup>5</sup> YTD March FY20/21, with a Total Impact Estimated Value of \$12.6m, generating 50,743 visitor nights from a total of 8607 attendees. The estimated visitor spend of these opportunities is \$282k

<sup>&</sup>lt;sup>1</sup> Business Event: A business event has a common interest or vocation and includes conferences, conventions, symposiums, congresses, meetings, incentive travel programmes, marketing events, public trade shows, product launches, exhibitions and study tours or training programmes.

Opportunities: any business event activity that ACB has assisted with, such as a congress, conference, day meeting/seminar/workshop, tradeshow, incentive, accommodation, catering, activities, transport etc

<sup>&</sup>lt;sup>2</sup> Total Impact Estimated Value: estimates the total revenue generated by the opportunity for the Auckland region including event costs and tourism spend (includes local attendees)

<sup>&</sup>lt;sup>3</sup> Forecast Visitor Spend: estimates the value of new money brought in by visiting attendees spent directly on event attendance and tourism spend within the Auckland region (excludes local attendees)

<sup>&</sup>lt;sup>4</sup> YTD Wins: The number of wins notified within a calendar year. Some of these results include opportunities that were supported in previous financial years due to the long lead times business events can experience.

 $<sup>^{\</sup>mathtt{5}}$  Opportunities Supported YTD: The total number of opportunities supported within this financial year

 ACB is discussing 98 "Active Potential" opportunities with identified clients who have a genuine interest in bringing a business event to Auckland.

#### **Auckland Art Gallery**

- The Gallery's visitor programme sessions over the past month, including weekend Whānau Drop-in sessions, storytelling and music by Apirana Taylor, Drop-in Drawing, and Waiata Moana featuring Maaka Pohatu.
- Our Kaiārahi completed a training with practising artist Mokonuiārangi Smith around te reo Māori tours and learning specific art terminologies in te reo.
- The shop continues to grow sales, with per capita sales in March up 53% compared to the same period last year.
- The Gallery will host 10 gifted Māori students and whānau from Ngā Potiki O Tamapahore Trust over two days in early April to complete Ki te ao Mārama, a Ministry of Education project.
- In April, a three-dimensional, immersive, and multi-sensory *Toi Tū Toi Ora: Contemporary Māori Art* activation will go live at public sites and community events around the city aimed at reaching non-traditional Gallery-goers with messages about the exhibition.
- The *Toi Tū Toi Ora: Contemporary Māori Art* virtual tour is scheduled to go live mid-April. Users will be able to select from te reo Māori, simplified Chinese or English language tours.

#### **Auckland Live**

- Total public events for March totalled 74, with 13 events cancelled. Highlights: two sold-out Bill Bailey performances, with an additional sold-out performance scheduled for April, and the Beacon Festival and Auckland Art Fair at Oueens Wharf.
- Events contracted in March include: Teeks at The Civic in June, Hannah Gadsby in the Kiri Te Kanawa Theatre in December, Winetopia 2021 at Shed 10 in June, NZ Chocolate & Coffee Show at The Cloud in September, the Fried Chicken Festival and Pinot Palooza at Shed 10 in August, and British adventurer Ant Middleton at the Bruce Mason Centre in July.
- Auckland Live and Auckland Unlimited's commercial marketing team launched an Auckland-based hotel initiative: an online toolkit containing copy, imagery, and video content for major shows happening in Auckland Live venues.
- Auckland Writers Festival launched its programme for May 2021, with a digital launch.
- The New Zealand International Film Festival announced a change of dates for 2021. It will now be held in October/November reflecting new dates for the Cannes Film Festival this year.

#### **Auckland Conventions**

- Australian interest in conventions has increased with confirmation of trans-Tasman travel bubble. The domestic market is still active, but with some hesitation when committing to contracts.
- Contract numbers were up from 27 in March 2020 to 42 in March 2021, indicating increased business confidence. Contracted events of note include:
  - o Ministry of Foreign Affairs and Trade CEO Summit 500 guests x5 days (November 2021)
  - o 2021 Mike Pero National Conference 250 guests x5 days (August 2021)
  - o Deloitte Top 200 Awards 500 guests (December 2021)
  - SKYCITY Firefighters Challenge Dinner 400 guests (May 2021)
  - o 2021 Environmental Defence Society Conference 300 guests x3 days (June 2021)
  - o Rotary Club Biannual Conference 600 guests x2 days (June 2021)
  - New Zealand Advertising Awards 500 guests (October 2021)
- March events included the 2021 AXIS Advertising Awards at Shed 10 that attracted a record attendance of 757 guests, and an eight-day Toyota NZ America's Cup hosting.

<sup>&</sup>lt;sup>6</sup> Active Potential: Opportunities where we have identified a client or local host that have a genuine interest in bringing this conference to Auckland but we have not yet begun work on a proposal or bid.

#### **Auckland Stadiums**

- In March, 82 community events across the stadium network, attended by 14,905 patrons and spectators, with a further 48 commercial events hosting 26,078 patrons.
- Nine school athletics days were hosted at Mt Smart Stadium, attended by 8,526 students and spectators, with College Sport Auckland hosting Zone Athletics and Auckland Championship Athletics at the stadium.
- The ISPS Handa Premiership Final at North Harbour Stadium proceeded on its postponed date of 20-21 March with 1,478 attending the NZ Football event.
- The L.A.B concert held at Mt Smart Saturday, 27 March, was a success for the promoter and patrons, with a sellout crowd of 17,000. With initial financial forecasts based on an expected crowd of 7,000 people, the event delivered a strong financial result with a gross margin of \$142k. Stadium management is meeting with LAB's promoter mid-April in relation to their interest in a main stadium concert at Mt smart in 2022.
- NZ Rugby announced the expansion of Super Rugby mid-April, with the inclusion of both Moana Pasifika and Fijian
  Drua teams. Moana Pasifika's bid is based on home games being played at Mt Smart, and an interest in making
  Mt Smart their administration and training base.
- The trans-Tasman bubble has driven an increased level of event inquiries into the Stadiums. The NZ Warriors are reviewing the balance of the season in the light of this, and Tuatara Baseball is preparing to re-enter the Australian Baseball League this summer season.
- Discussions on terms for an Agreement to Lease have been initiated with both the FIFA Women's World Cup and NZ Football. It is expected that the legal documentation will be executed by all parties by mid-May.

#### To note

Auckland Stadiums' efforts to support Council's delivery of their Western Springs pine tree removal project has
resulted in a range of security related issues requiring instigation of heightened security protocols to protect the
ground from trespass.

#### **Auckland Zoo**

- The Zoo closed to visitors for six days during March due to Covid Alert Level 3 restrictions. This impacted on total visitation for the month with 36.6k visits against a budget target of 51.3k.
- A base line retention report was completed for our volunteer programme so we can evaluate the impact of Covid on volunteer numbers for the year. The retention rate continues to currently sit at around 80% which is very high for a volunteer programme.
- Auckland Zoo was an invited specialist to a DOC organised Human-Wildlife Coexistence project for kea. Part of a
  three-year programme of work, a two-day behavioural science workshop was held to convening a group of
  behavioural science experts, Treaty partners and technical science experts to examine human behaviours that
  result in harmful interactions with kea.
- Progress across the South East Asia Jungle Track construction site continued throughout the month despite the
  week at Level 3. Milestones included installation of key components of the tiger habitat, specialist glass for the
  tiger viewing shelter and the long-awaited arrival of essential contractors from overseas to install the Swamp
  Forest's dome roof membrane.

#### **New Zealand Maritime Museum**

- During March, 10,435 people visited the Museum's galleries, shop, event spaces and café (for comparison March 2020 visitation was 8455 this is the first time we have been able to compare two post covid outbreak months).
- The Lightly Skimming Over the Surface exhibition opened, marking the 150<sup>th</sup> anniversary of the Royal NZ Yacht Squadron.
- A collaborative installation in partnership with Te Tuhi Gallery Destination Aroha was installed in the NZMM Plaza as part of the Auckland Arts Festival.
- NZMM's current major project, a multi-year digitisation of its collection, is proceeding well. Supported by Lotteries, all staff are now in position and an online portal allowing public access has been piloted. Funding for year 2 (beginning Sept 2021) has been applied for.
- NZMM continues to focus on working with Panuku on two major new projects, the Percy Vos Yard and the relocation of the heritage fleet.
- Site hardening and additional security is proceeding, with CCTV roll out the next planned works.

#### **Māori Outcomes**

#### 2021 programme

- AC36: Te Pua was held on the weekend of 13/14 March, to coincide with the first weekend of AC36 racing. This was a stellar showcase of Māori art, craft, music and kai in Silo Park. There were 13 Māori vendors employing about 50 staff at marketplace. Ngāti Pāoa kaiwhakairo and kairāranga had stalls to showcase the skills of our tūpuna. The Hangi Master, Rewi Spraggon upheld the mana of manaakitanga with the art and traditions of earth cooked hangi deliciously which was sold out on both days. It was wonderful to see so many people enjoying the hua of our rich Māori culture. The activation was a significant milestone in the Māori Outcomes programme calendar, delivering on a number of key KPls to support Mana Whenua and Māori businesses in Tāmaki particularly in a COVID environment.
- Measurement: Work to measure the M\u00e4ori Outcomes 2021 programme activities against KPIs is underway, including the AC36 activities with the AC36 PMO.
- Mana Whenua Engagement: A total of four meetings were held with Mana Whenua during the month. A programme
  debrief and planning session is planned with Mana Whenua for May.

#### Māori business programme

- Māori Business Clinics: The 1:1 Māori Business Clinics restarted in March. The activity included a website refresh,
   CRM integration and promotion of the clinics. Work is underway to develop a weekly "all attendees" survey to continuously improve and refine the service provided.
- Quarterly Māori business eDM: The Panui was sent to more than 1500 Māori businesses in Tāmaki. The eDM had
  an excellent performance open rate of 46.7 per cent (industry standard is 20-30 per cent).
- **Kokiri Māori Business Accelerator:** The Business and GridAKL teams have formed a partnership with Te Wananga O Aotearoa to support the delivery of Kokiri 2021. Applications close in April, with delivery through to August.
- One-to-many Māori business workshops: Early scoping of programme of workshops to deliver to the needs of Māori businesses as identified in the RBP Next Steps survey of 171 Māori businesses.

#### **Climate Change & Sustainability**

- Climate-Related Financial Disclosure (TCFD): AU has completed its first draft Taskforce on TCFD pro-forma to be
  combined with the Auckland Council Group's TCFD pro-forma and sent to Audit NZ on 12<sup>th</sup> April. We are engaging
  with external consultants to support a climate risk assessment for AU's assets and services as part of the process.
- Destination AKL Recovery Plan (DARP): Evidence reports are currently being finalised. These reports include Towards Sustainability: Strengthening community dimensions of Auckland tourism from the New Zealand Tourism Research Institute (NZTRI) and Auckland tourism emissions footprint report from Griffith University. We are engaging an external consultant for the internal and external stakeholder engagement to share the output of the evidence base and the recommended actions, and collaboratively work towards developing a consolidated destination climate change and sustainability action plan.
- Phase 2 of Auckland Economy Climate Change Risk Assessment (ECCRA): Workshops with the F&B and Screen sector completed with support of AECOM. This work will continue with the Construction and Visitor economy sectors in April. We are also working with Whetu consultancy to assess the identified climate risks on Māori businesses through desktop analysis and a series of interviews with Māori businesses.
- Insights report for Auckland Economy Climate Change Risk Assessment (ECCRA): A media release has been posted and distributed to media agencies gaining traction from Scoop, Voxy and mentions on Radio NZ. This was followed up with a lunchtime learning session and internal comms piece on Ako.

### Financial information for the period ending 31 March 2021

 Year to date financial performance remains better than expected in the Emergency budget, but the recent lockdowns continue to demonstrate the ongoing risks to revenues and FY21 performance posed by COVID-19.

### **People**

 Project Tuia continues to progress to planned timeframes, including final workshops, hui with Auckland Unlimited Maori staff, and preparation for implementation.

- Rollout is underway for the pulse engagement tool (Officevibe) across Auckland Unlimited. The fortnightly surveys
  measures engagement and captures anonymous feedback as well as ideas for improvement and will enable the
  management team and leaders to track real time engagement.
- New cyber security and service lead roles introduced into ICT with recruitment of these critical roles underway.

#### **Commercial & Growth**

- Auckland Unlimited's pop up space in the new Britomart Station opens 13 April for four months and will include performances, promotions and giveaways, interactive sessions, ticketing and retail sales.
- The gift card project has completed testing and will be live in the coming weeks.
- A new supply agreement was signed with Coca Cola resulting in a 51% reduction in the cost of soft drinks. This will result in an estimated annual saving of \$40,000.

#### Upcoming activity, key events, initiatives

- The trans-Tasman bubble saw an immediate increase in tourism bookings, with 17 group bookings for Auckland Zoo experiences in the first 24 hours of the announcement and a steady flow of enquiries for all brands.
- The Ministry for Culture & Heritage is scheduled to announce funding outcomes this month for the Capability Fund. Auckland Unlimited has applied for \$750K for projects with Auckland Live, Creative Industries and Screen.

#### To note

MBIE has engaged Deloitte to conduct an audit of funds allocated through the STAPP (Strategic Tourism Assets
Protection Programme) and AU has submitted detailed financials to demonstrate that where business units have
also received Wage Subsidy or Department of Conservation funding, these funds have clearly been allocated to
separate costs. MBIE has flagged that a shortlist of organisations will be selected for a more detailed review. This
activity is being undertaken in the context of the Auditor announcing a review into how MBIE allocated funds and
determined recipients and amounts.

### **Health and Safety**

In March Auckland Unlimited Group, Auckland Zoo, Auckland Art Gallery and Auckland Stadiums held H&S committee meetings.

- Visitation for RFA Legacy Venues in March was 137,590 an increase of 33,860 from February (103,730).
- In March there were 7 staff incidents. One was notified to WorkSafe as a courtesy (this was also a lost time incident). There were no incidents that involved contractors or volunteers.
- The lost time incident occurred and was reported on 30 March 2021 which has resulted in an ALAC employee (67 yrs. old) being in hospital with a broken hip and pelvis. The employee was on their way to work and slipped on a leaf, technically not a workplace incident, however as the incident occurred in Aotea Square WorkSafe were notified as a courtesy. The incident was also followed up with City Parks who are responsible for maintenance of Aotea Square. They have responded with extra vigilance in the cleaning schedule.
- Of the other 6 staff incidents in March, one was deemed high risk (surgery on an anaesthetised antelope requiring the vet to crouch at floor level).
- The draft Safety Management Framework (SMF) for FY22 has been delivered to the April Risk Committee Meeting. It remains a WIP to be workshopped with the BU's.
- The next round of Safe365 BU audits will start (delayed by the February lockdown).

### **Consolidated Auckland Unlimited financials**



### **Direct operating performance**

(\$ million)		FY20		FY21 YTD		
	Notes	Actual	Actual	Budget	Variance	Budget
Net direct expenditure	Α	89.3	62.5	84.9	22.5	114.0
Direct revenue	В	83.5	57.7	52.7	5.0	68.0
Fees & user charges		34.9	16.4	16.6	(0.2)	23.5
Operating grants and subsidies		12.8	19.5	11.1	8.4	15.7
Other direct revenue		35.8	21.8	25.0	(3.2)	28.8
Direct expenditure	С	172.8	120.1	137.6	17.5	182.0
Employee benefits		74.3	55.7	60.1	4.4	74.6
Grants, contributions & sponsorship		8.6	5.9	10.8	4.9	13.1
Other direct expenditure		89.9	58.5	66.7	8.2	94.3
Other key operating lines						
AC operating funding		83.6	69.9	84.8	14.1	114.0
AC capital funding	D	75.9	29.3	38.6	9.3	50.3
Holiday Act remediation payments		2.0	-	-	-	-
Capital Grants paid to RFA Partners	D	1.7	0.7	-	(0.7)	-
Living wage payment		-	0.4	-	(0.4)	-
Depreciation		38.3	28.4	28.2	(0.2)	38.8
Donated Artworks		-	1.7	-	(1.7)	-
Net interest revenue		0.6	0.2	0.1	0.1	0.2



### Financial Commentary

A: The \$22.5m favourable variance reflects the receipt of unbudgeted central government grants and delayed programme expenditures some of which is now expected to be incurred in Q4 and FY22.

**B:** Direct revenue favourable variance is due primarily to receiving unbudgeted central government grants however this has been partially offset by cancelled events and venue closures due to lockdowns.

C: Direct expenditure favourable variance due primarily to a tight control over expenditure in response to COVID-19. This has included reprioritisation and rephasing of programmes to focus on recovery activities across the Auckland Unlimited workstreams. Some programme expenditure deferrals are timing related and are expected to be incurred in Q4.

**D:** Capital funded grants are below budget due to COVID-19 delays, with costs to be incurred in Q4 and some deferrals to FY22.

#### Outlook:

COVID-19 and APTR related risk to revenues and Gross Margin over the upcoming April to June period still have the potential to adversely impact on Auckland Unlimited performance, as demonstrated by the recent lockdowns.

Page 2:

Financials (\$million)	YTD actual	YTD budget	Actual vs Budget
Capital delivery	29.3	38.6	(9.3)
Direct revenue	57.7	52.7	5.0
Direct expenditure	120.1	137.6	<b>17.</b> 5
Net direct expenditure	62.5	84.9	22.5

#### Financial Commentary

Capital delivery: The Auckland Unlimited capital programme for the period ended 31 March 2021 delivered \$29.3m of works.

**Net direct expenditure:** The \$22.5m favourable variance reflects the receipt of unbudgeted central government grants and delayed programmes expenditure which is expected to be incurred in Q4 and FY22.



### **RFA** attendance

# Performance at a glance

#### **Attendance**

