Board Meeting Agenda (Public)



9.00 a.m. Wednesday 28 July 2021

Waihorotiu Room, Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration
Welco	me of Public to the Meeting		9.00 a.m.		
PROC	EDURAL				
1	Agenda and Apologies	To Note	T&C	9.00 a.m.	5 mins
2	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T & C		
CE RE	PORT AND PERFORMANCE REPORTING				
3	Auckland Unlimited Draft Statement of Intent – Consideration of Shareholder Comments, Nick Hill	To Approve	T&C	9.05 a.m.	1 hour 25 mins
4	Auckland Unlimited Climate Change Response, Pam Ford	To Note	T&C		
5	Equal Justice Project	To Note	T & C		
6	CE Report, Nick Hill 1. Financial Performance Report ¹ 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		
Exclus	sion of Public from the Meeting			10.30 a.m.	
PROC	EDURAL				
7	Confidential Minutes 30 June 2021, Public Minutes 30 June 2021 and Action Tracker ³	To Approve	T&C	10.30 a.m.	5 mins
SIGNI	FICANT STRATEGIC MATTERS				
8	Business Priorities FY22, Nick Hill	To Discuss	T&C	10.35 a.m.	1 hour
9	Auckland Stadium Network, Steve Armitage	To Discuss	Т		
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Υ			
10	30 June 2021 Year End Financial Reporting ²	T&C	11.35 a.m.	25 mins	
LUNC	H			12.00 p.m.	30 mins

¹ Financial Performance Report withheld pursuant to NZX Listings Rules.

² S7(2)(f)(i) LGOIMA 1987

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

Board Meeting Agenda (Public)



Item	Subject	Action	Trust/Co.	Start Time	Duration		
OPER	OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY						
11	Auckland Art Gallery Heritage Restoration ⁴	To Approve	Т	12.30 a.m.	2 hours		
12	FY22 Cultural Festivals ⁵	To Approve	С		15 mins		
13	Trust Name Change ⁴	To Approve	Т				
14	Creative Industries Action Plan and Technology Sector Framework Update, Pam Ford ⁴	To Note	С				
15	GridAKL Madden St., Pam Ford ⁵	To Approve	С				
16	Q4 Risk Report to Council ⁴	To Approve	T&C				
17	Security Visitor Safety Policy ⁶	To Approve	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.			

⁴ S7(2)(f)(i) LGOIMA 1987 ⁵ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

⁶ S7(2)(d),(f)(i)

Board Meeting Agenda (Public)



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

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

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



Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Mark Franklin	Chair	Precinct Management Limited (Director) Te Kuha General Partner Limited (Director) Aquaclear Dewatering Technology Limited (Director) Rangitira Developments Limited (Director) Stevenson Holdings Limited (Director) Stevenson 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) Oteha Valley Investments Limited (Director) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director)		
Jennah Wootten	Deputy Chair	Cricket 2021 Limited (Director) Generate Global (Director and Shareholder)	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.
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 Tarm 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) Ngāti 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)	



July 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	 Draft 2021 -2024 SOI Public Board meeting to consider shareholder feedback on SOI Financial reporting for the year ended 30 June 2020 Q4 Risk Report to Council 	CEO Report	Public Board meeting	 Risk Committee - 26 July Destination Committee - 20 July Board Meeting - 28 July
Aug-21	 Company and Trust Annual Reports Q4 Performance Report 	CEO Report 2020/2021 Draft Budget	Joint meeting with Destination Committee	 Risk Committee – 23 Aug Destination Committee - 25 Aug Board Meeting - 25 Aug
Sep-21		CEO Report	Annual H&S Framework and Policy Review	Destination Committee - 21 Sep Board Meeting - 29 Sep
Oct-21	Public Board meeting to consider Annual Report	CEO Report	Public Board meeting Governing Body visit to Auckland Unlimited (12 October 2021)	 Risk Committee - 20 Oct Destination Committee - 19 Oct Board Meeting - 27 Oct
Nov-21	 Destination Committee Q1 Performance Report Q1 Risk Report to Council 	CEO Report	Joint meeting with Destination Committee	Destination Committee - 24 Nov Board Meeting - 24 Nov
Dec-21		CEO Report		No Board Meeting

Rolling 12-Month Work Programme

July 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 Committee Board Meeting
Apr-22	Q3 Performance Report to Council Q3 Risk Report to Council	CEO Report		Risk Committee Destination Committee Board 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



Final Auckland Unlimited Statement of Intent 2021-24

Report to the Board of Auckland Unlimited

Meeting date 28 July, 2021

Purpose of paper For Feedback and Approval

Company and/or Trust paper Company and Trust

Proposed resolution That the Board:

 Approve the Final Auckland Unlimited SOI 2021-24 for submission to Auckland Council on 30 July 2021; and

Delegate the Chief Executive to approve any changes made to the SOI as a result of Board feedback prior to submission.

PURPOSE

This paper seeks feedback on and approval of the final Auckland Unlimited Statement of Intent (SOI) 2021-24 (Attachment 3) for delivery to Auckland Council on 30 July 2021.

BACKGROUND

The Local Government Act requires all CCOs to prepare a SOI each year. The Auckland Unlimited SOI 2021-24 states our activities, intentions, financials and KPIs over the next three years according to our strategic priorities and the Auckland Council objectives to which those activities contribute. As such, it provides the strategic link between the Auckland Plan 2050 and Auckland Unlimited's operational activities.

On 16 April 2021, a draft Auckland Unlimited SOI 2021-24 was delivered to Council for shareholder feedback.

Since delivery of the draft SOI, the following have prompted further development and refinement of the SOI.

- A dedicated Auckland Unlimited workshop with the CCO Oversight Committee on April 27.
- Formal shareholder feedback received on 31 May 2021 (see Attachment 1).
- Finalisation of Auckland Council Long Term Plan 2021-31 budgets and measures (including the re-introduction of two further Auckland Unlimited LTP measures as agreed with the board via memo over June).

Report to the Board, Auckland Unlimited Page 1



- Finalisation of the Auckland Council Economic Development Action Plan 2021-24.
- Further refinement and feedback from the new Auckland Unlimited executive team.

The attached final Auckland Unlimited SOI 2021-24, reflects the feedback received through the processes above and is presented to the Board for feedback and final adoption.

Since consideration of the draft SOI at the March Board meeting, the following substantive changes have been made to the SOI.

- Edits to the Foreword to remove references to the challenges faced as a result of proposed LTP capital funding.
- Re-inclusion of two LTP measures as agreed with the board.
- Inclusion of a finalised complaints measure as agreed with Auckland Council.
- Additional commentary on alignment with the Auckland Council Economic Development Action Plan 2021-24 and rewording of activity in the One Year Work Programme to align with the plan.
- Refresh of the H&S content in consultation with management.
- Refresh of some of the Maori outcome's content.

The attached table (Attachment 2) provides an overview of how the key points raised via formal shareholder feedback have been addressed in the final Auckland Unlimited SOI 2021-24. .

FINANCIAL

Financial data has been incorporated into the attached final SOI for Auckland Unlimited Limited, Regional Facilities Trust and a consolidation of the two. This financial data is aligned with the final Auckland Council Long Term Plan 2021-31.

RISK

No significant risks are associated with the approval of the final Auckland Unlimited SOI 2021-24.

LEGAL

The final SOI remains consistent with the legal advice received on the structuring of our first seven-month SOI late last year. This advice recommended that the SOI should include:

- A preamble describing the new entity and the relationship between the company and the trust.
- A merged section describing activities and operations.
- Separate KPIs/performance measurements for the company and the trust. These are now presented in a single table but with company and trust KPIs clearly identified.
- Consolidated financials for the merged entity followed by separate financials for the company and the trust.

CONSULTATION / MAORI OUTCOMES

Report to the Board, Auckland Unlimited Page 2





The Auckland Unlimited SOI 2021-24 covers Auckland Unlimited's alignment with Auckland Council's Māori Outcomes Performance Measurement Framework, *Kia Ora Tāmaki Makaurau* and the development of a new Māori Outcomes Plan for Auckland Unlimited that draws together the RFA Mahere Aronga Māori – Māori Responsiveness Plan 2018-2021 and ATEED's Māori Responsiveness Plan 2019. This content has been developed in consultation with the, Director Māori Outcomes.

RECOMMENDATION

It is recommended that the Board:

- 1. **Approve** the final Auckland Unlimited SOI 2021-24 for submission to Auckland Council on 30 July 2021; and
- 2. **Delegate** the Chief Executive to approve any changes made to the SOI as a result of board feedback prior to submission.

ATTACHMENT SCHEDULE

Attachment 1	Shareholder comments on the draft Auckland Unlimited SOI 2021- 24
Attachment 2	Response to shareholder feedback points
Attachment 3	Auckland Unlimited Statement of Intent 2021-24



31 May 2021

Mark Franklin Chair Auckland Unlimited

By email

Tēnā koe Mark

Shareholder comments on the draft Auckland Unlimited Statement of Intent 2021-2024

Thank you for providing the draft Statement of Intent 2021 – 2024 (SOI) for Auckland Unlimited to Auckland Council. The CCO Oversight Committee considered it at its 18 May 2021 meeting, which your staff attended to be part of the discussion. As context for this discussion a copy of the full report can be found here:

https://infocouncil.aucklandcouncil.govt.nz/Open/2021/05/CCO 20210518 AGN 10104 AT WEB. htm

Thank you for the hard work that you and your organisation have put into producing the draft SOI. I acknowledge that the environment in which the Council group is operating in 2021 is a very challenging one for all of us, both from a financial point of view and also the various difficulties it presents for our organisations.

General shareholder comments

In completing the final SOI, Auckland Unlimited should ensure that the financial information is agreed with Financial Planning council staff and includes the following:

- 2019/2020 actual results
- 2020/2021 Long-term Plan budget
- 2021/2022, 2022/2023 and 2023/24 Long-term Plan budgets
- a breakdown by activity as in the Long-term Plan
- agreed non-strategic asset sales targets, if any.

In addition, performance measures should align with the 10-year Budget 2021-2031. CCOs should ensure that in the final documents:

- · LTP measures are clearly identified
- Measures and targets are worded exactly as in the 10-year Budget 2021-2031.
- 2019/2020 actual performance is included alongside 2020/2021 and the next three years' targets.
- A complaint handling measure should be included in the final SOI (as recommended in the CCO review).

We expect you to continue to work with council to complete the CCO review implementation.

Specific shareholder comments

LTP capital funding

In your draft SOI, Auckland Unlimited have highlighted challenges with the proposed level of capital funding through the Long-Term Plan 2021-31. We suggest that in the final SOI, Auckland Unlimited makes updates as necessary to align with capital funding decisions from the LTP 2021-31 finalisation process.

One-year work programme

We suggest that in the final SOI, Auckland Unlimited includes in the one-year work programme the activity it is undertaking to progress the CCO review recommendation on moving toward the consolidated operation of all Auckland's stadiums, including major non-council venues. We ask that Auckland Unlimited ensures the actions from the final Economic Development Action Plan which are assigned to Auckland Unlimited for delivery (where not already captured in the draft SOI), are included.

Performance outlook

There are some changes to the Auckland Unlimited suite of performance measures (LTP and non-LTP) in the draft SOI, from those in the current seven-month 2021/21 SOI. The draft SOI is missing three current LTP performance measures. These are:

- the number of people who experience Auckland Unlimited arts, environment and sports venues and events.
- the contribution to regional GDP from major events and business events attracted or supported,
- the number of visitor nights generated as a result of an Auckland Unlimited intervention.

Council considers these performance measures reflect important areas of Auckland Unlimited's business and should be included, with revisions to some targets as necessary reflecting trends in actual performance, as well as forecast performance - particularly for the 2022/23 and 2023/24 years.

We request that in the final SOI, Auckland Unlimited includes the missing three current LTP performance measures and aligns the performance outlook and LTP measures table with decisions made on performance measures and targets through the LTP finalisation process. We also ask that Auckland Unlimited ensures finalisation of the non-LTP placeholder performance measure relating to customer complaints.

Māori outcomes

The draft SOI covers Auckland Unlimited's alignment to Kia Ora Tāmaki Makaurau, the council family's Māori Outcomes Performance Measurement Framework. Auckland Unlimited is the lead agency for the Kia ora Umanga, Māori Business, Tourism and Employment priority.

However, the draft SOI does not include any information on Auckland Unlimited's investment in Māori outcomes in terms of dollar value. We ask that a high-level table is included in the final SOI which captures this.

The Māori economy section of the draft SOI refers to 'establishment of a Māori Economic Advisory Group for Tāmaki Makaurau'. The final SOI would benefit from expanding this further to include a brief description on the scope and purpose of this group and its links to delivery of Kia ora Te Umanga.

I look forward to receiving the final SOI by 31 July 2021.

Ngā mihi

Phil Goff

MAYOR OF AUCKLAND

Copy to: Deputy Mayor Bill Cashmore

Councillor Richard Hills and Councillor John Watson, Auckland Unlimited Liaison

Councillor Desley Simpson, Chair Finance and Performance Committee

Councillor Chris Darby, Chair Planning Committee

Councillor Alf Filipaina, Chair Parks, Arts, Community and Events Committee Councillor Richard Hills, Chair Environment and Climate Change Committee

Jim Stabback, Chief Executive, Auckland Council Nick Hill, Chief Executive Auckland Unlimited





Attachment 2: Response to shareholder comments

Comments Auckland Unlimited Response Specific shareholder comments

LTP capital funding

In your draft SOI, Auckland Unlimited have highlighted challenges with the proposed level of capital funding through the Long-Term Plan 2021-31. We suggest that in the final SOI, Auckland Unlimited makes updates as necessary to align with capital funding decisions from the LTP 2021- 31 finalisation process.

Financial tables have been updated to reflect the final capital funding decisions made through the LTP 2021-31 process and the commentary relating to capital funding challenges has been updated.

One-year work programme

We suggest that in the final SOI, Auckland Unlimited includes in the one-year work programme the activity it is undertaking to progress the CCO review recommendation on moving toward the consolidated operation of all Auckland's stadiums, including major non-council venues.

We ask that Auckland Unlimited ensures the actions from the final Economic Development Action Plan which are assigned to Auckland Unlimited for delivery (where not already captured in the draft SOI), are included.

The One Year Work Programme section has been updated to include the work on the consolidated operations of Auckland stadiums.

Activity in the One Year Work
Programme section has been updated
to reflect the actions in the Auckland
Council Economic Development Action
Plan for which Auckland Unlimited is the
lead or co-lead.

Performance outlook

There are some changes to the Auckland Unlimited suite of performance measures (LTP and non-LTP) in the draft SOI, from those in the current seven-month 2021/21 SOI. The draft SOI is missing three current LTP performance measures. These are:

- the number of people who experience Auckland Unlimited arts, environment and sports venues and events.
- the contribution to regional GDP from major events and business events attracted or supported,
- the number of visitor nights generated as a result of an Auckland Unlimited intervention.

Council considers these performance measures reflect important areas of Auckland Unlimited's business and should be included, with revisions to some targets as necessary reflecting trends in actual performance, as well as forecast performance - particularly for the 2022/23 and 2023/24 years. We request that in the final SOI, Auckland Unlimited includes the missing three current LTP performance measures and aligns the performance outlook and LTP measures table with decisions made on performance measures and targets through the LTP finalisation process.

We also ask that Auckland Unlimited ensures finalisation of the non-LTP placeholder performance measure relating to customer complaints.

Through the LTP finalisation process with Auckland Council and in consultation with the board the following changes to performance measures have been incorporated:

- A new measure related to the number of people who experience Auckland Unlimited facilities has been developed and new targets included. The new measure provides clarity of scope, clearly referring to a specific set of auditable venues/ events/ facilities only.
- The contribution to regional GDP measure has been re-instated with new targets to reflect both the known pipeline of events and the impact that Covid-19 and closed borders has on event activity.
- The number of visitor nights measure has not been included on the basis that the APTR has been suspended through to 30 June 2022 and ongoing border closures limit our ability to drive visitor nights.

Report to the Board, Auckland Unlimited





	In addition, a new complaints measure has been included following internal work across CCOs as part of the CCO Review implementation. This measure is consistent with other CCOs. Targets for this measure will be developed once a complaint policy and processes have been developed across the organisation. Auckland Council have indicated that they are comfortable with this approach.
Māori outcomes	
The draft SOI covers Auckland Unlimited's alignment to Kia Ora Tāmaki Makaurau, the council family's Māori Outcomes Performance Measurement Framework. Auckland Unlimited is the lead agency for the Kia ora Umanga, Māori Business, Tourism and Employment priority. However, the draft SOI does not include any information on Auckland Unlimited's investment in Māori outcomes in terms of dollar value. We ask that a high-level table is included in the final SOI which captures this.	An additional table has been included that captures Auckland Unlimited's high level investment in Maori outcomes.
The Māori economy section of the draft SOI refers to 'establishment of a Māori Economic Advisory Group for Tāmaki Makaurau'. The final SOI would benefit from expanding this further to include a brief description on the scope and purpose of this group and its links to delivery of Kia ora Te Umanga.	Further detail on the a Māori Economic Advisory Group is pending
General shareholder comments	
Ocheral Shareholder Comments	
In completing the final SOI, Auckland Unlimited should ensure that the financial information is agreed with Financial Planning council staff and includes the following: • 2019/2020 actual results • 2020/2021 Long-term Plan budget • 2021/2022, 2022/2023 and 2023/24 LTP budgets • a breakdown by activity as in the Long-term Plan • agreed non-strategic asset sales targets, if any.	Financial information has been reviewed to align with LTP 2021-31 budgets and this information is presented in the format requested.
In completing the final SOI, Auckland Unlimited should ensure that the financial information is agreed with Financial Planning council staff and includes the following: • 2019/2020 actual results • 2020/2021 Long-term Plan budget • 2021/2022, 2022/2023 and 2023/24 LTP budgets • a breakdown by activity as in the Long-term Plan	to align with LTP 2021-31 budgets and this information is presented in the
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Report to the Board, Auckland Unlimited

Page 2



Statement of Intent

2021 - 2024

1 August 2021



He Mihi

Ka tangi te manu kōrero!

Ka rongo te tangi kōrihi!

Ka wāwā mai rā ki roto i te

Wao-nui-a-Tāne! Tūturu whiti!

Whakamaua kia tina!

Haumie hui tāiki e!

E ngā mana, e ngā reo, e ngā

karangatanga maha o te motu,

taku hei iti nei, mā te hau e ripo hei

hari i ngā kupu whakamaanawa e.

Kei ngā mate tuatinitini o te motu

tangihia rā koutou. Haere ki te wā kāinga,

haere ki te kāinga tūturu.

Haere, haere, haere.

Tāmaki Makaurau Tāmaki Herenga

Waka, kei te mihi. Ngā Mana Whenua

me ngā waka ō ngā tai e wha,

e mihi ana.

E tuku mihi maioha tēnei ki ngā

mataawaka ō te motu ko koutou

te puhiariki ō te waka nei

Ki a koutou katoa ngā kaihoe

ō te waka nei mo ngā tangata katoa.

Tēnā koutou katoa.

Mā te mahi ngātahi e taea ai ngā taumata.

Nāku te rourou nāu te

rourou ka ora ai te iwi.

No reira noho ora mai,

Mauri ora.

- Nā te Poari o (Auckland Unlimited)

The bird's cry shall flow endlessly. Hear the melancholy song resonate, sourced from the inner domain of Tane. A permanent melancholy form. Fixed in alliance, yes fixed in alliance, gathered and woven together!

To all authorities, all voices, the many affiliations, greetings. Let the swirling wind carry esteemed salutations.

We lament the passing of loved ones throughout the land. Return to the home of all time. Farewell, farewell, farewell.

We acknowledge Mana Whenua and their tribal authority in Tāmaki Makaurau Auckland. We also mihi to Mataawaka who have made Auckland their home.

Sincere greetings to all those who decide which direction this waka takes. To you who strive to achieve the best results for all people. Greetings to you all.

We can achieve more by working together. With your basket and my basket, the people will thrive.

Introduction

Formed from a merger between Regional Facilities Auckland (RFA) and Auckland Tourism, Events and Economic Development (ATEED), Auckland Unlimited combines the power of Auckland's cultural richness with our successful destination management and economic development programmes.

We are New Zealand's largest producer of cultural, entertainment, sporting and wildlife experiences, and the largest regional economic development agency in the country. Our work touches all Aucklanders and visitors to our region, creating a legacy for future generations.

We've begun work on rationalising our investments and programmes of work so they align with our core strategy and deliver the greatest possible impact. We are still in the early days of our merger, though, and we are living in a highly dynamic environment. Change is, and will continue to be, constant.

Over the next year, we'll continue to refine our work programme. However, as a board and management team we are facing ongoing uncertainty and challenges that may hinder our ability to realise the full benefits and opportunities of the merger over the short to medium term.

In particular, Auckland Unlimited's ability to generate external revenues has been tested by the COVID-19 pandemic and the outlook for 2021/22 has modelled a drop in external revenues in line with the constrained economic climate, potential venue operating restrictions and uncertainty regarding international borders.

In addition, the ongoing suspension of the Accommodation Provider Targeted Rate (APTR) through to the end of the 2021/22 year impacts our operational funding from council and limits our ability to promote Tāmaki Makaurau offshore and attract significant events as current border restrictions ease.

We will continue to work with council to complete the CCO Review implementation and respond to the relevant recommendations of Council's CCO Review Panel, including the need for a clear and coordinated approach to the region's cultural venues and institutions that provides great outcomes for Auckland; and moving towards the consolidated operation of all Auckland's stadiums, including major non-Council venues.

Our work will be undertaken in alignment with Auckland Council's priorities and outcomes outlined in the *Auckland Plan 2050* and the Auckland Council *Economic Development Action Plan*. This includes contributing to Māori wellbeing and giving effect to the principles of Te Tiriti o Waitangi and the Treaty of Waitangi by continuing to integrate Māori culture as a key part of what our organisation represents and by promoting Māori economic and cultural outcomes.

We will support the ongoing delivery of Council's *Te Tāruke-ā-Tāwhiri: Auckland Climate Plan* which addresses the challenges of climate change.

Our larger mandate allows us to clearly identify and deliver tangible outcomes that make the lives of Aucklanders better. This Statement of Intent outlines how our organisation aspires to deliver outcomes, that meet our purpose of:

Enriching cultural and economic life in Tāmaki Makaurau

The financial constraints we face mean the Board faces some challenging decisions to prioritise our capital expenditure and operating activities. However, we know the work we deliver will have long-term impacts on Auckland and the future course of Aucklanders' cultural enrichment and prosperity. As we enter our first full year of operation, we are well prepared and ready for the challenge of enabling Auckland to further develop as a world-class city.

Mark Franklin Chair Nick Hill Chief Executive

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Roles and Responsibilities

Auckland Unlimited's purpose is *Enriching cultural and economic life in Tāmaki Makaurau*. We do this through pursuing the following strategic outcomes:

- Enhancing Auckland as a culturally vibrant city for all.
- Expanding economic opportunities for all Aucklanders.
- Providing an effective social, economic, cultural and environmental return on Auckland Unlimited's investment.
- Enhancing Auckland's local, national and global reputation and appeal.
- Increasing capital invested into Auckland for economic and cultural outcomes.

Auckland Unlimited Limited has a scope of activities which includes those of the former Council CCO, ATEED, which was to deliver programmes and activities aimed at helping make Auckland a desirable place to live, work, visit, invest and do business. Auckland Unlimited Limited also acts as the corporate trustee for the charitable trust, Regional Facilities Auckland, which manages venues, collections and experiences aimed at enriching life in Auckland through engaging people with the arts, environment, sports and events.

Auckland Unlimited, includes the amalgamated company and the charitable trust, both of which are substantive Council Controlled Organisations (CCOs) of Auckland Council. The specific charitable purposes for which the regional facilities and other assets and funds of Regional Facilities Auckland are held are set out in its trust deed. The trust's assets and funds must be managed and applied to advance those charitable purposes.

The regional facilities and related matters owned and/or managed by Auckland Unlimited (principally as part of Regional Facilities Auckland Trust) are outlined below. A number of these facilities (as noted) are also Auckland Council Strategic Assets as identified in the CCO Accountability Policy.

Owned and operated:

- Aotea Centre (including the Kiri te Kanawa Theatre and Herald Theatre)*
- Auckland Art Gallery (including the art collection)*
- Auckland Zoo*
- Bruce Mason Centre* (unit titles) and Killarney St car park
- Mt Smart Stadium*
- North Harbour Stadium*
- The Civic*
- Western Springs Stadium
- New Zealand Maritime Museum (including heritage vessels and collection)

Operated, but not owned (managed facilities):

- Aotea Square
- Auckland Town Hall
- Shed 10
- The Cloud
- Auckland Film Studios
- GridAKL (co-managed with Precinct Properties Limited)
- Kumeu Film Studios

Owned, but not currently operated

- Viaduct Events Centre* (currently leased to Emirates Team New Zealand)
- Spark Arena^{1*} (long-term lease to QPAM)

Auckland Unlimited is the landowner for:

MOTAT

Strategic assets as specified in the Auckland Council CCO Accountability Policy.

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The Trusts Arena

Auckland Unlimited advises Auckland Council on levy setting and board appointments for:

- MOTAT
- Auckland War Memorial Museum

Auckland Unlimited provides operational and/or capital funding to:

- The Trusts Arena
- Vodafone Events Centre
- North Shore Events Centre
- Stardome Observatory and Planetarium

While these above four entities do not have a direct operational connection to Auckland Unlimited, they collaborate with Auckland Unlimited for mutual benefit.

Working with the Council Family

While Auckland Unlimited is the regional economic and cultural agency, other entities across the Council family (including Auckland Transport and Eke Panuku Development Auckland) all play important roles in achieving regional economic and cultural outcomes for Auckland. In addition, as we enter a period of post-COVID recovery, Local Boards, Business Improvement Districts and other local entities also play an increasingly vital role in recovery and development at the local level. Auckland Unlimited is committed to working proactively across the Council family at both the regional and local level to ensure optimum outcomes and deliver value for all Aucklanders.

Providing for the Community

The core focus of Auckland Unlimited's activities is on enriching cultural and economic life in Tāmaki Makaurau — including creating unique, engaging and educative experiences for Aucklanders and visitors to Tāmaki Makaurau. Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, conservation and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible. We build social cohesion, provide lifelong learning opportunities, inspire our young people, tell our stories and connect Auckland's culture with the global community. Access is a central principle, and accordingly, free and subsidised entry and programmes are provided across a broad range of our facilities, events and venues. In addition, our core services are further supported by conservation, research, industry and talent development, community outreach, public engagement and educational activities across our organisation.

Business Brands

Auckland Unlimited has six business brands to which Auckland Unlimited corporate provides shared services in finance, facilities management, people and culture, risk and assurance, information and communications technology, visitor security and project delivery. The six business brands are:

- Auckland Art Gallery Toi O Tāmaki
- Auckland Live
- Auckland Conventions, Venues and Events
- Auckland Stadiums
- Auckland Zoo
- New Zealand Maritime Museum

Further detail related to each of these brands is in Appendix 1

Response to Council's Strategic Objectives

The Auckland Plan 2050 is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. The Auckland Plan is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. Auckland Unlimited plays a critical part in delivering on outcomes, actions and targets in the Auckland Plan as outlined in the table below.

Auckland Plan Outcomes	How Auckland Unlimited Contributes
Belonging & participation	 Working with key local employers and institutions in less prosperous places, to facilitate industry development, local recruitment, workforce development training and progression. Ensuring that events support the creation of a shared sense of belonging for Aucklanders and recognise, value and celebrate Auckland's diversity. Promoting Auckland to Aucklanders as a place to meet, connect and enjoy participation in the community. Offering venues and services that invite all Aucklanders to engage and enjoy arts, leisure, sports and entertainment events and activities. Providing a wide range of free and/or subsidised events and exhibitions for the Auckland community both in and outside of our venues, as well as providing our venues for community use. Within Auckland Unlimited venues, Auckland Unlimited recognises the importance of all
Māori identity & wellbeing	 aspects of accessibility, as reflected in affordability and physical accessibility. Developing a new Māori Outcomes Plan for Auckland Unlimited, aligned to Auckland Council's Māori Outcomes Framework and Kia Ora Tāmaki Performance Measurement Framework. Increasing the visibility of Māori business and Māori economic excellence in Tāmaki Makaurau. Improving access to Māori business support and opportunities to drive Māori business innovation. Co-creation of Māori centred policy and funding support. Partnering with Mana Whenua and Māori MSMEs to establish protocols that protect and retain sovereignty over Māori narratives for domestic and international audiences. Proudly showcasing Māori works, narratives and identity and fostering effective Māori engagement with our partners and stakeholders. Creating partnership opportunities with Māori stakeholders. Employing Māori specialists and increasing staff's cultural competency to support Maori responsiveness goals.
Homes & places	 Partnering with Eke Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place based and transport initiatives delivered across the council group. Developing, with a regional perspective, a range of fit-for-purpose event venues that are attractive and readily accessible to the residents and businesses of the region and its visitors. Framing proposals for investment in the cultural infrastructure of the future, in support of the Auckland Plan 2050 aspirations. Ensuring that venues - as public spaces - continue to be climate resilient, inclusive and accessible for all Aucklanders.
Transport and access	Partnering with Eke Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place based and transport initiatives delivered across the council group.



Environment and cultural heritage

- Focusing on economic and cultural development that can be sustained in the long term and benefits both current and future generations including support of inclusive growth, technological adoption and the growth of the regenerative economy.
- Raising awareness of the benefits of operating in an environmentally sustainable way through supporting operators who lead in this space and providing preferential profile to organisations that embrace matauranga Māori and sustainability throughout their business.
- Auckland Zoo contributes to local and international breeding, conservation and educational programmes to build an understanding of wildlife and conservation.
- Committing to minimising use of water, electricity and associated waste across our venues.
- Auckland Art Gallery and the New Zealand Maritime Museum are committed to preserving Auckland's cultural and art history for future generations.
- Auckland Live provides opportunities for the cultural sector at all levels, and provides
 Aucklanders with engagement, connection, participation and inspiration through creative and
 cultural experiences.



- Opportunity & prosperity
- Building a pipeline of opportunities and attracting investment that creates higher value employment across Auckland.
- Enhancing Auckland's innovation ecosystem and delivering new responses to the city's urban and economic challenges.
- Growing more dynamic, connected and export focused businesses across Auckland.
- Auckland Art Gallery, Auckland Zoo, New Zealand Maritime Museum and Auckland Live and Conventions offer educational programmes and professional training programmes for young people and young professionals.
- A large and growing amount of programme content is now freely available online and updated regularly, from web streams of wildlife at Auckland Zoo, to the searchable collection and virtual art gallery tours with Auckland Art Gallery, and creative industry hui and live performance streams with Auckland Live.

Alignment with Development Strategy

Concurrently, and through partnership with the broader council family, Auckland Unlimited will align relevant activities with areas of focus identified through the Auckland Plan Development Strategy – in particular in the south and west of Auckland.

Alignment with Kia Ora Tāmaki Makaurau, Auckland Council's Māori Outcomes Performance Measurement Framework

Auckland Unlimited is the lead agency for the Kia ora te Umanga, Māori Business, Tourism and Employment priority within *Kia Ora Tāmaki Makaurau*, the council family's Māori Outcomes Performance Measurement Framework. This priority is based around the Mana outcome statement that intergenerational wealth is created through a thriving Māori economy and will be achieved through the mahi objective that the council group supports a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.

Alignment with Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan

Auckland Unlimited plays a key role in the implementation of the economy section of Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan. Importantly, many of the objectives of the plan around resilience and economic sustainability have become even more urgent as COVID-19 has exposed some of the same vulnerabilities of our economy. Through our projects and programmes, Auckland Unlimited will work with businesses to support Auckland's transition to a more resilient and regenerative economy. Internally, Auckland Unlimited will contribute to Auckland Council group's emissions reduction target of 50% by 2030, and ensure it is prepared for the impacts of climate change.

Alignment with the Economic Development Action Plan 2021-24

Auckland Unlimited has worked collaboratively with Auckland Council in the development of the *Economic Development Action Plan 2021-24* and actions within the plan that are owned and led by Auckland Unlimited are reflected in this Statement of Intent.

Cultural heritage

• Wildlife/environmental

• Heritage conservation

· Visual arts conservation

experiences

conservation

Nature and Scope of Activities

The framework below outlines the nature and scope of Auckland Unlimited's activities as they align to our purpose and the five strategic outcomes we are seeking.

Our purpose

Enriching cultural and economic life in Tāmaki Makaurau

Our operational context

An effective response to COVID-19

We help drive Tāmaki Makaurau Auckland's strong emergence from the COVID-19 pandemic through:

- delivering programmes and partnerships that target sectors, firms, and residents most impacted
- attracting, hosting and delivering events, exhibitions and programmes that foster social cohesion, instil community confidence and generate economic activity
 - ensuring our work adheres to appropriate guidelines and prioritises public safety

The strategic outcomes we are seeking

Enhance Auckland as a culturally vibrant city for all	Expand economic opportunities for all Aucklanders	An effective social, economic, cultural and environmental return on Auckland Unlimited's investments	Enhance Auckland's local, national and global reputation and appeal	Increase capital invested into Auckland for economic and cultural outcomes
	How our	r activities align to our o	utcomes	
Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible.	We support Auckland businesses to innovate and thrive through partnering and delivering programmes and projects that enhance Auckland's innovation ecosystem, support business growth, and enhance skills and talent.	We are the guardians of Auckland's largest range of cultural and economic places, facilities and collections and ensure that these provide an effective return for Aucklanders and visitors now and into the future.	Telling a consistent story about what makes us unique will attract the investment, workers, students and visitors that will help our region grow in a way that enhances what we love about Tāmaki Makaurau Auckland.	We attract investment into Auckland that creates high quality employment and seek investment solutions for Auckland that enhance social, cultural, economic and environmental outcomes for the city.
Exhibitions Major events Delivered festivals Performing arts events Natural heritage experiences	Innovation ecosystem Business support Creative and cultural economy Hi-tech sector Destination sector	Stadium strategy Cultural infrastructure Capital programmes and operations Aotea precinct	Brand Auckland Destination marketing Destination management Digital Auckland	Investment attraction Screen Auckland Business attraction Convention attraction Central government investment

Our enabling objective

Auckland Art Gallery

NZ Maritime Museum

Auckland Zoo

Film studios

Grid AKL

Stadiums

Low carbon economy

Skills and workforce

Māori economy

Business events

Place-based

initiatives

Invest Auckland

World class facilities,

exhibits and events

Cultural economy

Investment solutions

for the region

Build a sustainable future-focussed organisation Climate change response Māori responsiveness Digital and data driven Partnerships Business resilien									
Climate change response Māori responsiveness Digital and data driven Partnerships Business resilien	Build a sustainable future-focussed organisation								
Climate change response Māori responsiveness Digital and data driven Partnerships Business resilience									
Our strategic initiatives									

Digital Auckland	Cultural Institutions Framework	Urban Maori Experience	Choose Auckland	Archipelago of Neighbourhoods	Carbon Neutral, Zero Waste Events/Venues
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Alignment with the Auckland Council Long Term Plan 2021-31

Auckland Unlimited will report against the following Auckland Council Long Term Plan 2021-31 measures. These are a subset of our full suite of Key Performance Indicators which are contained in the Performance Outlook in Part 2 of this Statement of Intent.

Long Term Plan 2021-31 Measures	2021/22	Targets 2022/23	2023/24	Auckland Unlimited Limited (AUL) or RFA Trust
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events.	1.44m	1.82m	2.08m	RFA
The net promoter score for Auckland Unlimited's audiences and participants.	20	20	20	RFA
The percentage of operating expenses funded through non-rates revenues.	44%	53%	59%	RFA
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau.	20	20	20	RFA
The contribution to regional GDP from major events and business events attracted or supported.	\$34m	\$37m	\$71m	AUL
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention.	3.000	3,000	3,000	AUL
Number of Māori businesses that have been through an Auckland Unlimited programme or benefitted from an Auckland Unlimited intervention.	150	150	150	AUL

Approach to Governance

Working in Partnership with the Council Group

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Accountability Policy and the Statement of Expectations which sit alongside this SOI and form part of the annual binding agreement between Auckland Council and Auckland Unlimited. Auckland Unlimited, including both Auckland Unlimited Limited and Regional Facilities Auckland, will adhere to the common expectations for CCOs' contribution to the Council's objectives and priorities outlined in the CCO Accountability Policy as they relate to:

- 1) Improving outcomes for Māori
- 2) Health and safety
- 3) Group policies
- 4) Managing risk appropriately.
- 5) Significance and engagement
- 6) Climate change and reducing carbon emissions.

Further, Auckland Unlimited will continue to work with local boards to progress local board cultural and economic development initiatives as specified in Local Board Engagement Plans. We will also continue to build on our engagement with all elected members and relevant communities of Auckland to proactively build and maintain relationships.

Auckland Unlimited Board

Auckland Unlimited has a strong governance structure in place that will oversee the delivery of this Statement of Intent and our strategy. The Auckland Unlimited Board currently has in place the following sub-committees:

- Risk Committee
- Remuneration Committee
- Capital Committee
- Board Appointments (Auckland War Memorial Museum and MOTAT)
- Destination Committee (see below)

In addition, the Auckland Art Gallery Advisory Committee was established in July 2020. This Advisory Committee reports to the Auckland Unlimited Board and provides additional support and insights in this specialised field.

Governance of the Accommodation Providers Targeted Rate: Destination Committee

In June 2018, ATEED adopted new governance arrangements for its destination focussed work programme, which was 50 percent funded (via council) by the Accommodation Providers Targeted Rate (APTR). Through these arrangements ATEED established a subcommittee of the ATEED Board (The Destination Committee) to make recommendations on visitor attraction and major events activities. The Destination Committee included three representatives of accommodation provider targeted ratepayers and three representatives of the ATEED Board. Notwithstanding the current suspension of the APTR through to 30 June 2022, the Destination Committee will continue to meet and provide industry insights to the Auckland Unlimited Board over the period of the suspension. The Destination Committee operates in accordance with its own Terms of Reference.

Asset Management

Auckland Unlimited will undertake comprehensive reviews of its asset management plans and work with Auckland Council to endeavour to ensure the renewal and maintenance of assets is funded so as to maintain the integrity of assets, taking into account the financial constraints of the Auckland Council group.

Acquisition of Shares

Auckland Unlimited will consult with Auckland Council before purchasing or otherwise acquiring shares in any company or other organisation,

Public Meetings

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009). The first of these meetings is to consider prior year performance against SOI targets and the second is to consider shareholder comments on the draft SOI for the following year. These meetings will be held as outlined in the table below:

Purpose of Public Meeting	Date	Form of Public Notification
Consider prior year performance against SOI targets	October 2021	Public notice, New Zealand Herald and www.aucklandunlimited.com,
Consider shareholder comments on draft SOI for Auckland Unlimited Limited for 2022-2025	June 2022	Public notice, New Zealand Herald and www.aucklandunlimited.com

Te Tiriti o Waitangi Audit programmes

Auckland Unlimited is committed to playing our role in the council group Te Tiriti o Waitangi Audit programmes and ensuring that any activities, events, services or development projects are in accordance with relevant legislation and reflect the recommendations of the Te Tiriti o Waitangi Audit Programmes.

Health Safety and Wellbeing

Health, safety and wellbeing will be owned by us all and integrated into everything we do. We will put the health, safety and welfare of our people, our visitors and the people of Auckland first, making this a great place to work, visit and live.

"We look after our safety and wellbeing" (Ka tiaki tātou kia āhuru, kia ora tonu tatou).

Auckland Unlimited will empower our people with the right training, information, knowledge and experience to successfully achieve our health and safety requirements. We will promote both safety leadership and continuous improvement. We will continue to create a strong health and safety culture that ensures our employees and visitors are able to go home without harm each day whilst they are in our care.

Our mission is "Home without harm. Everyone. Every day" even more so for our people and visitors as New Zealand recovers from the COVID-19 pandemic and establishes the new protocols required to operate safely.

During 2021-24, Auckland Unlimited will:

- Continue to ensure compliance and alignment with Government and council expectations.
- Embed the audit tool Safe365 to access, monitor and improve the organisation's health, safety and wellbeing performance.
- Align its Health, Safety and Wellbeing Charter with Auckland Council's Safety and Wellbeing Charter.
- Together with council, adopt a simple and effective 'Plan, Do, Check, Act' management model that promotes the idea of 'continuous improvement'.

Part 2: Statement of Performance Expectation (2021/22)

Introduction

This Statement of Performance Expectation section sets out Auckland Unlimited's key deliverables over the 2021/2022 financial year. This statement is directed by the strategy outlined in Part I, (Nature and Scope of Activities) which positions Auckland Unlimited to meet the expectations of the council and Aucklanders.

However at the time of writing, Auckland Unlimited continues to face a number of direct and indirect funding and delivery challenges and uncertainties as a result of COVID-19. As outlined below, these may limit our ability to meet some of the expectations of our shareholder and fully realise the potential benefits of our newly merged organisation over the immediate term.

COVID-19

This Statement of Intent and in particular this Statement of Performance Expectation for 2021/22 has been developed against the ongoing backdrop of the global pandemic of COVID-19, one of the most disruptive events Auckland – and the world – has ever faced. Auckland Unlimited's ability to generate external revenues has been tested by the COVID-19 pandemic and associated operating restrictions. The outlook for 2021-2022 has modelled a drop in external revenues in line with the constrained economic climate, venue operating restrictions including capacity limits, and closed international borders. The external revenue generated by our brands fund a significant proportion of the cost of delivering the programmes and activities that help achieve the organisational objectives agreed with Auckland Council.

In addition, closed borders and continued uncertainty on the status of international travel impacts our ability to attract international events, visitation and investment to Tāmaki Makaurau Auckland.

Accommodation Provider Targeted Rate (APTR):

The decision to further suspend the APTR to 30 June 2022 as a result of the impacts on the accommodation sector of COVID-19 is the right thing to do and a decision we support. However, it has a significant impact on Auckland Unlimited's operations with our funding from Council decreasing by up to \$14.9m. The rationale for the APTR has been to fund activities that benefit the accommodation sector. Programmes in many areas of the business will be affected by the ongoing suspension of the APTR, in particular:

- International visitor attraction and international engagement (including staff travel).
- Event attraction and support.
- Marketing and media spend.
- Many areas of the tourism portfolio.
- Business event attraction and hosting.
- International student programmes.

How we will Deliver: One-year Work Programme

Enhance Auckland as a culturally vibrant city for all

Our programmes, exhibitions and events cover the fields of the visual and performing arts, sports, and our cultural and natural heritage, and are aimed at engaging and being accessible to as wide a community as possible.

Breathe cultural life into Auckland through experiences we offer

- Deliver engaging, innovative and relevant exhibitions and events for Aucklanders and visitors through our Auckland Unlimited venues and facilities.
- Provide natural and cultural heritage experiences for visitors to the Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum.
- Ensure that the programmes and events of Auckland Unlimited are relevant to, and reach, all sectors of the
 Auckland community by identifying and tailoring content for under-represented sectors, delivering our
 outreach programmes and growing our digital content.
- Provide curriculum-based learning opportunities for school students in Auckland through delivering subsidised schools programmes to school students focusing on wildlife conservation, New Zealand's maritime heritage, visual arts and the performing arts and providing venues for school students involved in sports training and performance.
- Provide training opportunities in specialist skills of relevance to wildlife management, the performing and visual arts, heritage preservation and high-performance sports events.
- Provide an exceptional experience for all our customers through improving our venues and continuous improvement initiatives focused on making information more accessible to customers, simplifying our processes, and enhancing customer service training.

Create a dynamic city through delivery of a unified major events programme

- Partner to attract, deliver and develop a programme of major sporting and cultural events, performances, exhibitions, and business events that attract visitation and are a catalyst for Auckland's regionwide economic prosperity.
- Over 2021/22 support the delivery and leverage a range of major events for Auckland including:
 - o 2022 WBSC Mens Softball World Championship (February 2022)
 - o 2022 ICC Woman's Cricket World Cup (March/April 2022)
 - o 2021 Rugby World Cup (September/October 2022)
- Deliver Lantern, Pasifika, Diwali and Tāmaki Herenga Waka Festivals under a consolidated cultural festivals strategy including a consolidated approach to landfill waste diversion and carbon footprint monitoring.
- Develop a coordinated approach across the Auckland Council group to event, venue and stadium programming and investment to ensure Auckland maximises opportunities for residents, attracts visitors and builds Auckland's reputation.
- Target carbon neutral and zero waste Auckland Council group events and venues to change consumer expectations and create market-moving momentum in the ecosystem.

Expand economic opportunities for all Aucklanders

We support Auckland businesses to innovate and thrive through partnering and delivering programmes and projects that enhance Auckland's innovation ecosystem, support business growth, and enhance skills and talent.

Business innovation and support

 Continue to deliver programmes to support SME businesses, with an increased focus on Māori business programmes and sectors of significance.

- Activate Auckland's innovation network, through GridAKL, so that Auckland becomes a destination of innovation and high tech. Key initiatives:
 - o Refresh the narrative and digital platform for GridAKL.
 - Facilitate greater connections and collaboration across Auckland's innovation hubs and with national and international innovation ecosystems.
 - o Enhance services for innovation-based businesses and entrepreneurs.
- Review and implement actions anchored in *Destination AKL 2025* and the *Destination AKL Recovery Plan* with a strong focus on destination management and Tāmaki Makaurau recovering as a more sustainable, thriving and resilient destination.
- Develop and implement a technology strategy (with industry) to drive Auckland's economic recovery from COVID-19.
- Develop and implement a Creative Economy Strategy (with industry) that will position Auckland as a leader in creative industries, including screen, digital content, and music. The strategy will complement the Toi Whītiki Arts and Culture Strategic Action Plan.
- Facilitate the development of a sustainable food and beverage programme (with a particular focus on south Auckland) to support businesses to penetrate international markets, increase investment in R&D, and embrace sustainability.

Skills and workforce

- Deliver Project Ikuna to support Pasifika peoples currently in low-skill and/or precarious work through the development and delivery of micro-credential training through the workplace.
- Work with businesses to support skills development and training of youth through *Youth Employer Pledge*, *BuildAKL*, the government's *Regional Skills Leadership Group* and other initiatives.
- Work with government and businesses to help the redeployment of displaced workers through initiatives such as *Go With Tourism*.
- Through our skills and workforce programmes and services, Auckland Unlimited is focussing on youth and Māori employment in South and West Auckland, in partnership with The Southern Initiative and The Western Initiative.
- Identify key skill shortages in Tāmaki Makaurau and work with government and industry on opportunities to attract both domestic and international talent to Auckland as COVID-19 related border restrictions allow.

Local economic development

- Undertake a review of the approach to local economic development through local board Locally Driven Initiatives to achieve local economic recovery and outcomes aligned to the Auckland Plan, and Local Board Plans.
- Work with local boards (through managing their Locally Driven Initiative work programme), and partners to develop and deliver local programmes that help to build consumer and business confidence in Auckland's economic recovery and stimulate intra-regional demand.
- Develop destination management plans and a programme for delivery across the key destinations in Auckland, with the initial focus on Waiheke Island and Great Barrier Island.
- Support key urban growth, regeneration and redevelopment programmes to inform the delivery of local
 economic outcomes that support the regional economy in collaboration with Pānuku Development Auckland
 (Henderson, Manukau) and government (Tāmaki, Drury).
- Produce local board-level economic data and information to support local boards in their decision making, including three yearly local economic overviews and updates to the Auckland Prosperity Index.
- Identify and describe the key economic places of focus for Auckland. For these places:
 - o Develop a consistent package of information, including a spatial economic narrative.
 - o Produce place-based economic development plans.
- Work with Auckland Council to develop a consistent economic development planning approach to Auckland's identified Urban Growth Locations and new economic areas.

Low carbon, resilient economy

- Develop programmes, to support businesses to transition to a low carbon, resilient future including through regenerative economy practices and opportunities, and supporting investment in green technology and innovation.
- Develop a series of climate and sustainability actions in collaboration with key partners that will guide the visitor economy's recovery towards a more resilient, adaptable and low impact (regenerative) sector.
- Establish a Climate Innovation Hub with a focus on examining pathways towards decarbonising Auckland's economy. Key initiatives:
 - o Deliver an ecosystem map of climate innovation players, funders and solutions.
 - O Deliver innovation sprints, training and capability-building programmes.

Māori economy

- Support Whāriki Māori Business Network's development and growth, to build stronger connections with the Māori business community, lift the profile and strengthen the advocacy of Māori-owned businesses and deliver capability support to Māori business owners.
- Identify the full spectrum of economic supports M\u00e4ori require to access opportunities and drive M\u00e4ori Business innovation
- Proactively and collaboratively address systems barriers by committing to building an inclusive Tāmaki Makaurau economy to achieve Māori wellbeing
- Partner with Mana Whenua and Māori MSMEs to establish protocols that protect and retain story sovereignty over Māori narratives for domestic and international audiences
- Establish a Māori Economic Advisory Group for Tāmaki Makaurau
- Lead the development of a regional Māori Economic Action Plan

An effective social, economic, cultural and environmental return on Auckland Unlimited's investments

We are the guardians for Auckland's largest range of cultural and economic places, facilities and collections and ensure that these provide an effective return for Aucklanders and visitors now and into the future.

- Undertake work with key partners and stakeholders to develop a 'what's best for Auckland' position on stadium investment and the business case for a single stadium operator.
- Maintain the Aotea precinct as the cultural centre of Auckland.
- Continue delivery of the Future Zoo developments.
- Curate the visual arts offering to Aucklanders.
- Support ongoing wildlife, visual arts and heritage conservation activities at Auckland Zoo, Auckland Art Gallery and NZ Maritime Museum.
- Support Mana Whenua to develop a Business Case for a Waterfront Cultural Centre.
- Develop an organisation-wide approach to identifying and securing sponsorship and philanthropic partnerships for our cultural and sporting venues, enabling us to grow and develop our partnership base.
- Develop a Cultural Infrastructure Investment Framework for Auckland to coordinate the region's cultural
 institutions for more efficient use of funding, more investment and greater collaboration.

Enhance Auckland's local, national and global reputation and appeal

Telling a consistent story about what makes us unique will attract the investment, workers, students and visitors that will help our region grow in a way that enhances what we love about Tāmaki Makaurau Auckland.

- Engage across the Auckland Council group as leaders in, and partner with Auckland businesses, residents, and visitors to share, Auckland's unique positioning and narrative – the Tāmaki Makaurau Auckland Place Brand - as documented in Tāmaki Makaurau He Aratohu Auckland Playbook
- Lead the development of Auckland stories in alignment with *Tāmaki Makaurau He Aratohu Auckland Playbook* and provide open source Auckland brand assets (photography, videography) via aucklandnz.com allowing partners to tell a compelling and aligned Auckland story.
- Develop a domestic and Australian tourism campaign in partnership with Māori, Mana Whenua, Tourism New Zealand, corporate partners and neighbouring regions and leverage Tourism New Zealand's domestic campaign to drive immediate travel to Auckland.
- Develop a new digital content, engagement and transactional platform which supports great online
 experiences for Aucklanders and visitors right across the region (Digital Auckland).
- Lead the coordination of regional and sub-regional destination marketing across the Auckland Council
 group to ensure consistency of message to our target audiences and aligned marketing spend
- Provide opportunities for industry to participate in marketing campaigns across all visitor segments and assist in marketing Auckland to a domestic audience.

Increase capital invested into Auckland for economic and cultural outcomes

We attract investment into Auckland that creates high quality employment and seek investment solutions for Auckland that enhance social, cultural, economic and environmental outcomes for the city.

- Further develop the Invest Auckland site (www.aucklandnz.com/invest) to attract business and foreign
 direct investment (FDI) into key Auckland sectors (infrastructure and construction,
 screen/technology/digital, green economy and tourism).
- Focus on key sectors that present large-scale opportunities for Auckland (e.g. medtech, cleantech, digital entertainment) and develop international business attraction strategies.
- Support the screen and wider digital creative industries to attract talent, opportunities and investment and deliver film permitting operations, as Auckland's regional film office, through Screen Auckland.
- Work with central government to attract investment into Auckland Unlimited led and facilitated programmes.
- Improve the film and event permitting approval process, including:
 - Introducing a major production / key account process to enable filming that meets a certain net benefit threshold.
 - Work to standardise the film permitting approval process.
 - o Investigating how filming activities can be better enabled in the Unitary Plan.
 - Investigating the viability of multi-site resource consents for filming and major events.

Enabling Strategy

Build a sustainable, future-focussed organisation

Climate change response

 Align the organisational internal climate change and sustainability strategy to Tāruke-ā-Tāwhiri and Environmental Sustainability Policy (2019).

- Annual measurement and verification of operational carbon emissions in accordance with ISO 14064-1:2006.
- Develop and implement an overarching emissions' reductions plan (aligning with council group's emissions reduction target of 50% by 2030). This is to be done through a Toitū Carbonreduce certification.
- Develop adaption plans for the organisation (e.g. installation of water tanks for the Zoo).
- Deliver on waste diversion from landfill targets (70 to 80% target depending on site or event to be included in the environmental management system).
- Develop water and energy efficiency management plans for existing sites.
- Enable, support and deliver low carbon events.

Enhance our Māori Responsiveness

- Ensure Auckland Unlimited operations reflect and support the aspirations of Māori, and that effective relationships with iwi are maintained and enhanced.
- Continue to build a strategic partnership with the Mana Whenua Kaitiaki Forum, formalise a strategic
 partnership with the Whāriki Business Network and continue to focus on collaborations with key delivery
 partners; Callaghan Innovation, New Zealand Trade & Enterprise Development Inc, Te Puni Kokiri and Te
 Wananga o Aotearoa, Ngahere Communities, New Zealand Māori Tourism and Air New Zealand.
- Develop a new Māori Outcomes Plan that draws together the RFA Mahere Aronga Māori Māori Responsiveness Plan 2018-2021 and ATEED's Māori Responsiveness Plan 2019.
- Continue to build on targeted activities and programmes such as:
 - o A unique, dedicated Māori science programme at Auckland Zoo.
 - o Auckland Live collaborations and co-presenting with Māori writers, producers and performers.
 - o Integration of mana whenua design principles in major developments and building upgrades.
 - Incorporating M\u00e4ori perspectives and stories within programmes and exhibitions at Hui Te Ananui A
 Tangaroa New Zealand Maritime Museum and Auckland Art Gallery.
 - o Support for Whāriki, the Māori Business Network for Tāmaki Makaurau.

Strategic Initiatives

In coordination with the above work programme, we are also working hard to bring our new organisation to life and fully realise the benefits that our new and expanded remit can bring for Auckland. As a means of realising these benefits, we have identified six strategic initiatives that are designed to be cross-organisational, emblematic of our new organisational purpose and achieve multiple outcomes across our strategic framework. These initiatives are still in their formative stages and further work is required to fully scope them from a time, cost and resource perspective. The six initiatives are:

- Digital Auckland: Developing a new content, engagement and transactional platform across the city. Delivering benefits early through aggregation and simplification.
- 2. **Cultural Institutions Framework:** Realising Auckland's optimal cultural infrastructure with equitable funding and appropriate ownership and governance models, reflecting the city's growing and diverse communities.
- 3. *Urban Māori Experience:* Building an urban Māori footprint across Tāmaki Makaurau that expresses the values and aspirations of Mana Whenua and Māori
- 4. **Choose Auckland:** Attracting and retaining companies and talent in the tech and creative industries to create ecosystem "stickiness".
- 5. **Archipelago of Neighbourhoods:** Joining-up the economic & cultural geography of the city and developing integrated destination management/ place-based economic development plans.
- 6. *Carbon Neutral, Zero Waste Events and Venues:* Changing consumer expectations and creating market-moving momentum in the ecosystem by setting a bold ambition for our activities.

Auckland Unlimited will continue to scope and develop these initiatives with the intention of building them into our work programme over the coming 1-3 years.

Performance Outlook

The Service Level Measures have been developed in the context of the COVID-19 pandemic and the associated constrained economic environment, Auckland Council group funding pressures and restrictions on venue capacity and international travel.

Auckland Unlimited has taken a hopefully conservative view of what can be achieved in 2021/22 given the as yet uncertain impact of external influences, with plans in place to scale up in 2022/23 when it is anticipated that international borders will reopen, consumer confidence will strengthen, and the economic climate will improve.

Key Performance Indicators

The KPIs below relate to the activities of both Auckland Unlimited Limited and Regional Facilities Auckland Trust as indicated and will be reported in accordance with the CCO Accountability Policy.

KEY PERFORMANCE INDICATOR	2019/20 ACTUAL	2020/21 FORECAST	2021/22	2022/23	2023/24	Auckland Unlimited Limited (AUL) or RFA Trust
Enhance Auckland as a culturally vil	orant city for	all.				
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum and Auckland Stadiums venues and events. (LTP measure)	Not measured	Not measured	1.44m	1.82m	2.08m	RFA
Percentage of Auckland residents surveyed who consider that Auckland Unlimited Trust's programmes, events and exhibition enrich their lives.	73%	70%	70%	70%	70%	RFA
The net promoter score for Auckland Unlimited's audiences and participants. ² (LTP measure)	45	20	20	20	20	RFA
Expand economic opportunities for a	all Aucklande	ers.				
Number of businesses that have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention. (LTP measure)	4,315	3,000	3,000	3,000	3,000	AUL
Number of Māori businesses that have been through an Auckland	333	120	150	150	150	AUL

² Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

Unlimited programme or benefitted from an Auckland Unlimited intervention. (LTP measure)						
Provide an effective social, econom	ic, cultural ar	d environme	ntal return on	investment.		
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	52%	LTP: 65% Revised: 42%	tbc	tbc	tbc	RFA
Increase capital investment into Au	ckland for ec	onomic and c	ultural outco	mes.		
Attributable value of private sector investment secured over the year.	\$403m	\$100m	\$200m	\$200m	\$200m	AUL
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$33.7m	LTP: \$66.5m Revised: \$25m	\$34m	\$37m	\$71m	AUL
Build a sustainable future focussed	organisation					
Carbon emission reductions. (year- on-year % change)	Not measured	Baseline	tbc	tbc	tbc	RFA
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	44	18	20	20	20	RFA
Percentage of customer complaints resolved within 10 working days.	Not measured	Not measured	Develop policy, process and benchmark	Maintain or improve	Maintain or improve	RFA

Developing our Indicator Framework

Auckland Unlimited will continue to refine its indicator framework to ensure our KPIs reflect the impact of the work we do and inform all key stakeholders of the effectiveness of our activities. Over the next 12 months we will continue to align our KPIs with our strategic framework outcomes and ensure appropriate targets are in place.

Monitoring Indicators

In addition to our performance measures, Auckland Unlimited has identified a range of monitoring indicators which we report regularly through the AKL Index (www.aucklandnz.com/auckland-index). These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but which we aim to influence through our activity. As the city's economic development agency, we take a leadership role in monitoring, reporting and influencing these indicators as we can, however we do not measure the performance of our organisation against them.

Financial Statements

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for Auckland Unlimited. Auckland Unlimited operates a diverse business model with external revenue earned from commercial activities such as admission charges, venue hire, event-related services, and property rental. As part of the Auckland Council group, Auckland Unlimited will continue to demonstrate value for money across all expenditure, provide transparency on operating expenditure and a strong focus on managing sensitive expenditure.

The financial information provided in this Statement of Intent for 2021-2024 has been adjusted for CPI. This will be updated each year to reflect the cyclical and volatile nature of Auckland Unlimited's external revenue to balance to the operational funding received from Auckland Council. Financial data is Actuals for 2019/20, Emergency Budget for 2020/21, and the Long-Term Plan for financial years 2021/22, 2022/23 and 2023/24.

The APTR has been removed from the 2021/22 financial year. The \$14.9m funding reduction has been applied to employee benefits, grants and sponsorships and other expenditure based on a review of programmes that would be impacted by the funding reduction. The tables below do not include deferred programme expenditure from the 2020/21 financial year.

Consolidated Financial Information for Auckland Unlimited

Auckland Unlimited Operating Budget

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget*	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
NET DIRECT EXPENDITURE / (INCOME)	89.2	114.1	106.2	109.6	103.1
Direct Revenue (\$m)					
Fees and user charges	34.9	23.5	39.5	50.8	61.7
Operating grants and subsidies	10.4	12.6	16.8	16.7	9.5
Other direct revenue	39.0	34.4	37.2	37.3	39.1
TOTAL REVENUE	84.3	70.5	93.5	104.9	110.3
Direct Expenditure (\$m)					
Employee benefits	74.3	74.6	80.8	81.9	81.1
Grants, contributions and sponsorship	8.6	13.2	12.6	14.1	14.3
Other direct expenditure	90.6	96.8	106.2	118.4	117.9
TOTAL EXPENDITURE	173.5	184.6	199.6	214.5	213.3
Other key operating lines (\$m)					
Funding from Auckland Council	88.8	114.0	106.2	109.6	103.0
Vested assets	0.0	0.0	0.0	0.0	0.0
Non-direct revenue	0.0	0.0	0.0	0.0	0.0
Non-direct expenditure	3.7	0.0	0.0	0.0	0.0
Depreciation and amortisation	38.3	38.6	45.8	46.6	48.1
Net finance expense	0.4	0.2	(0.1)	(0.1)	0.0
Tax expense	0.0	0.0	0.0	0.0	0.0

^{*}The Emergency Budget represents Year 3 of the 2018-28 LTP adjusted for approved changes.

Auckland Unlimited Maori Outcomes Expenditure

	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL EXPENDITURE (\$m)					
Tamaki Herenga Waka Festival		0.5	0.5	0.5	0.5
Maori Outcomes Programme		1.2	0.7	0.7	0.7

Auckland Unlimited Operating Budget by LTP Activity

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
Net Direct Expenditure (\$m)					
Economic Development & Visitor	40.8	57.1	40.8	53.2	51.7
Regional Facilities	48.4	57.0	65.4	56.4	51.4
NET DIRECT EXPENDITURE	89.2	114.1	106.2	109.6	103.1
Direct Revenue (\$m)					
Economic Development & Visitor	28.8	29.3	41.6	40.8	34.0
Regional Facilities	55.5	41.2	51.9	64.0	76.2
TOTAL REVENUE	84.3	70.5	93.5	104.8	110.3
Direct Expenditure (\$m)					
Economic Development & Visitor	69.6	86.4	82.3	94.0	85.7
Regional Facilities	103.9	98.2	117.3	120.5	127.6
TOTAL EXPENDITURE	173.5	184.6	199.6	214.5	213.3

Auckland Unlimited Capital Budget

CAPITAL EXPENDITURE	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	80.5	50.9	92.6	47.0	51.4
To meet additional demand	0.7	0.0	0.2	0.0	0.0
To improve the level of service	19.4	0.0	0.9	2.7	3.4
To replace existing assets	60.4	50.9	91.6	44.3	48.0
TOTAL CAPITAL FUNDING	80.5	50.9	92.6	47.0	51.4
Sources of capital expenditure					
Capital funding from Auckland Council	75.9	50.9	92.6	47.0	51.4
Subsidies and grants - capex	4.6	0.0	0.0	0.0	0.0

Financial Information for Regional Facilities Auckland

Regional Facilities Auckland Operating Budgets

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget*	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
NET DIRECT EXPENDITURE / (INCOME)	48.4	57.0	65.4	56.4	51.4
Direct Revenue (\$m)					
Fees and user charges	34.4	23.0	38.7	50.2	61.2
Operating grants and subsidies	7.1	6.7	2.0	2.1	2.0
Other direct revenue	14.0	11.5	11.1	11.7	13.1
TOTAL REVENUE	55.5	41.2	51.9	64.0	76.2
Direct Expenditure (\$m)					
Employee benefits	50.4	50.7	55.5	53.6	55.8
Grants, contributions and sponsorship	1.3	2.8	1.8	1.8	1.8
Other direct expenditure	52.2	44.7	60.0	65.0	70.0
TOTAL EXPENDITURE	103.9	98.2	117.3	120.5	127.6
Other key operating lines (\$m)					
Funding from Auckland Council	48.0	56.9	65.4	56.4	51.4
Vested assets	0.0	0.0	0.0	0.0	0.0
Non-direct revenue	0.0	0.0	0.0	0.0	0.0
Non-direct expenditure	3.7	0.0	0.0	0.0	0.0
Depreciation and amortisation	35.3	35.7	42.7	42.5	43.9
Net finance expense	0.4	0.2	(0.1)	(0.1)	0.0
Tax expense	0.0	0.0	0.0	0.0	0.0

^{*}The Emergency Budget represents Year 3 of the 2018-28 LTP adjusted for approved changes.

Regional Facilities Auckland Capital Expenditure

CAPITAL EXPENDITURE	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	80.5	50.1	56.1	46.4	50.8
To meet additional demand	0.7	0.0	0.2	0.0	0.0
To improve the level of service	19.4	0.0	0.9	2.7	3.4
To replace existing assets	60.3	50.1	55.0	43.7	47.4
TOTAL CAPITAL FUNDING	80.5	50.1	56.1	46.4	50.8
Sources of capital expenditure					
Capital funding from Auckland Council	75.9	50.1	56.1	46.4	50.8
Subsidies and grants - capex	4.6	0.0	0.0	0.0	0.0

Financial Information for Auckland Unlimited Limited (excluding Regional Facilities Auckland) Auckland Unlimited Limited Operating Budget:

Financial year ending 30 June	2019/2020 Actual	2020/2021 Emergency Budget*	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
NET DIRECT EXPENDITURE / (INCOME)	40.8	57.1	40.8	53.2	51.7
Direct Revenue (\$m)					
Fees and user charges	0.5	0.5	0.8	0.6	0.6
Operating grants and subsidies	3.3	5.9	14.8	14.7	7.4
Other direct revenue	25.0	22.9	26.0	25.6	26.0
TOTAL REVENUE	28.8	29.3	41.6	40.8	34.0
Direct Expenditure (\$m)					
Employee benefits	23.9	23.9	25.3	28.3	25.3
Grants, contributions and sponsorship	7.3	10.3	10.8	12.3	12.5
Other direct expenditure	38.4	52.1	46.2	53.4	47.9
TOTAL EXPENDITURE	69.6	86.4	82.3	94.0	85.7
Other key operating lines (\$m)					
Funding from Auckland Council	40.8	57.1	40.8	53.2	51.7
Vested assets	0.0	0.0	0.0	0.0	0.0
Non-direct revenue	0.0	0.0	0.0	0.0	0.0
Non-direct expenditure	0.0	0.0	0.0	0.0	0.0
Depreciation and amortisation	3.0	3.0	3.1	4.1	4.2
Net finance expense	0.0	0.0	0.0	0.0	0.0
Tax expense	0.0	0.0	0.0	0.0	0.0

^{*}The Emergency Budget represents Year 3 of the 2018-28 LTP adjusted for approved changes.

Auckland Unlimited Limited Capital Expenditure

CAPITAL EXPENDITURE	2019/2020 Actual	2020/2021 Emergency Budget	2021/2022 LTP	2022/2023 LTP	2023/2024 LTP
TOTAL CAPITAL EXPENDITURE (\$m)	0.0	0.8	36.6	0.6	0.6
To meet additional demand	0.0	0.0	0.0	0.0	0.0
To improve the level of service	0.0	0.0	0.0	0.0	0.0
To replace existing assets	0.0	0.8	36.6	0.6	0.6
TOTAL CAPITAL FUNDING	0.0	0.8	36.6	0.6	0.6
Sources of capital expenditure					
Capital funding from Auckland Council	0.0	0.8	36.6	0.6	0.6
Subsidies and grants - capex	0.0	0.0	0.0	0.0	0.0

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Other Financial Information

The value of Auckland Unlimited's assets at 31 December 2020 was \$1,575 Current value of assets

million, based on the half year accounts.

Auckland Unlimited's accounting policies are consistent with those of the **Accounting Policies**

Auckland Council group policies.

Financial Reporting Auckland Unlimited's financial reporting to council will be in accordance with

requirements of the Public Benefit Entity International Public Sector

Accounting Standards.

	Emergency Budget 2020/21	LTP 2021/22	LTP 2022/23	LTP 2023/24
Asset Sales (\$m)	NA	NA	NA	NA
Shareholder Equity Ratio	95%	95%	95%	95%

Appendix 1: Business Brands

Auckland Art Gallery Toi O Tāmaki

Auckland Art Gallery was established in 1888. The Gallery holds New Zealand's largest and most extensive collection of national and international art. Through the presentation of exhibitions, public programmes and thought leadership, the Gallery is a catalyst for creative practices and ideas.

Auckland Art Gallery:

- Drives a world class exhibition programme.
- Manages the building and its art collections including curating, research, conservation, external loans and an
 exhibition programme.
- Delivers public access, education and outreach programmes.
- Supplements it's funding by attracting revenue through retail, advancement, admissions to paid exhibitions, cafe, events and other commercial services that complement the visitor experience.

Auckland Live and Auckland Conventions

Auckland Live and Auckland Conventions creates a vibrant city where Aucklanders and visitors alike have the opportunity to experience an exciting range of live arts, entertainment, exhibitions, conventions, business meetings and corporate functions.

Auckland Live and Auckland Conventions:

- Is a world-class arts and entertainment organisation.
- Is an industry leader recognised as a creative hub and catalyst for new ideas.
- Energises the Aotea Arts Quarter, Bruce Mason Centre and Queens Wharf with events and activities.
- Grows Auckland's international reputation as a viable market and attracts the big shows to the city.
- Is a centre for performing arts development, education, enrichment and high-performance professional training.
- Secures and hosts conventions, meetings, commercial exhibitions, functions and dinners across suitable Auckland Unlimited venues.
- Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.
- Grows Auckland's international reputation as a viable market and attracts international conventions and commercial exhibitions to the city.

Auckland Stadiums

Auckland Stadiums delivers the extraordinary and has an integrated approach to operating the region's stadium network to enable greater financial sustainability and fit-for-purpose stadium network across the Auckland region.

Auckland Stadiums:

- Showcases sports events, concerts, and music festivals in our stadium venues.
- Supports high-performance sport organisations through the provision of appropriate training and administration facilities.
- Provides facilities for a significant community sport and entertainment programme for schools, local and regional clubs.

Auckland Zoo

Auckland Zoo is a leading centre for wildlife conservation, with New Zealand's largest collection of native and exotic species. The Zoo is in a unique position to bring people together to keep wildlife safe from future extinction. It's current project of transformation will establish the zoo as a world class facility.

Auckland Zoo:

- Educates and inspires our community to value wildlife.
- Directs efforts and resources to conserve wildlife in the wild.
- Provides exemplary care for wildlife.
- Ensures all resources are managed efficiently, effectively and sustainably for these purposes.

New Zealand Maritime Museum Hui Te Ananui a Tangaroa

New Zealand Maritime Museum is a heritage institution first established as Auckland Maritime Museum on Hobson Wharf in 1993 and receiving its national title in 1996. It holds and exhibits the largest maritime collection in New Zealand, demonstrating our strong links to the sea and aspires to explore and unite the people with the sea.

NZ Maritime Museum:

- Aims to provide rewarding, enjoyable and unique discovery experiences to Aucklanders of all ages in the area of national, regional and local maritime heritage.
- Preserves, presents, interprets and celebrates its collection of vessels, artefacts, documents and displays in a way that stimulates interest.
- Is a place of learning and understanding, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.



Auckland Unlimited's Climate Change Response

Report to the Board of Auckland Unlimited

Meeting date28 July 2021Purpose of paperFor noting

Company and/or Trust paper Company and Trust

Proposed resolution That the Board:

- 1. **Notes** the update on Auckland Unlimited current and proposed climate change activities, and
- 2. **Endorses** the proposed climate change activities to meet Auckland Unlimited's internal and external deliverables and obligations.

PURPOSE

The purpose of this paper is to is update the Board on, and seek Board endorsement of, the following current and proposed climate change activities:

- A. Auckland Unlimited's direction on Task Force on Climate-Related Financial Disclosures (**TCFD**);
- B. Auckland Unlimited's emissions reduction targets and pathways;
- C. Long Term Plan (**LTP**) legacy RFA emissions reductions programmes (\$4,424,600 over 10 years); and
- D. LTP Legacy ATEED Climate Innovation Hub (\$8,742,400 over 10 years).



BACKGROUND

A. Auckland Unlimited's direction on Task Force on Climate-Related Financial Disclosures (TCFD)

TCFD was established by the G20's Financial Stability Board on the premise that more complete and consistent disclosure of climate-related risks would encourage better decision-making and risk management by entities, resulting in a more stable financial system. If the Financial Sector (Climate-related Disclosures and Other Matters) Amendment Bill is approved through parliament, TCFD reporting will be mandatory by 2023, requiring Auckland Council and CCOs to report on their climate-related risks. Key points:

- The legislation combines diverse subjects that cover three Acts: Financial Markets Conduct Act 2013; Financial Reporting Act 2013 and Public Audit Act 2001.
- To ensure that the effects of climate change are routinely considered in business, investment, lending, and insurance underwriting decisions.
- Entities will be required to comply with standards that include publishing their TCFD within 4 months of the balance day and signed off by at least 2 Board Directors.
- Failure to comply with standards will lead to reputational risk and infringement consequences, this includes every director of the entity that commits an offence and is liable on conviction to a fine not exceeding \$50,000.

B. Organisation's emissions reduction targets and pathways

Auckland Council Group is committed to targets in line with limiting warming to 1.5 degrees. These include an emissions reduction target of 50 percent by 2030, and net zero emissions by 2050. Based on our ongoing emissions calculations for FY20/21 (pre-audit), electricity and natural gas are our largest emitting sources.

Due to border closures because of Covid-19, this year's footprint and measures are atypical. Electricity and natural gas remain consistent however some sources have become more significant than they would have if pre-Covid-19 air travel numbers were included.

To meet our current emissions reductions targets, Auckland Unlimited would need to reduce electricity consumption by 2-4% per year and phase out of natural gas by 2030. Other reductions to travel fuels and waste will be significant too.

C. LTP – legacy RFA emissions reductions programmes (\$4,424,600 over 10 years)

To meet our emissions reductions targets, there is a LTP budget allocation to target these areas:

- Electrification of Auckland Art Gallery (\$510,000)
- Replacement of natural gas use by renewable sources for Mt Smart and North Harbour stadiums (\$838,600)
- Energy monitoring and management (across all assets) (\$2,239,000)

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- Solar PV installation (across all assets) (\$837,000)
- D. LTP Legacy ATEED Climate Innovation Hub (\$8,742,400 over 10 years)

This programme is one the key actions under the economy priority of Auckland's Climate Plan with the objective of activating climate innovation through collaboration and partnership for a climate resilient and low-carbon Tāmaki Makaurau. In the proposal, Auckland Unlimited, in collaboration with Auckland Council and select few stakeholders, agreed on the following goals:

- Connect Tāmaki Makaurau's climate change challenges with those who have (or could develop) the solutions
- Showcase Auckland as the centre for climate innovation
- Position the hub as the national climate innovation collaboration space
- Establish an ecosystem of corporates, academics, government, and SMEs
- Enables a space for people to come together with 'permission' to innovate

FINANCIAL

- A. Financial implications due to non-compliance carries the personal fines for each Director
- B. There are possible long term financial implications to meet the emission reduction targets, e.g., pass-through carbon price, higher electricity prices, etc.
- C. LTP budget of \$4,424,600 over 10 years for organisations emissions projects
- D. LTP budget of \$8,742,400 over 10 years to establish a climate innovation hub to address some of the key climate challenges in Auckland through innovation.

RISK

- A. Reputational and financial for no reporting/miss reporting applicable to each Director and the organisation
- B. Reputational and financial risks
- C. If not implemented appropriately, risk of not meeting emissions target set by Council
- D. If not implemented appropriately, risk of not meeting LTP requirements and elected members' expectations in terms of moving towards achieving Auckland's Climate Plan targets.



CONSULTATION / MAORI OUTCOMES

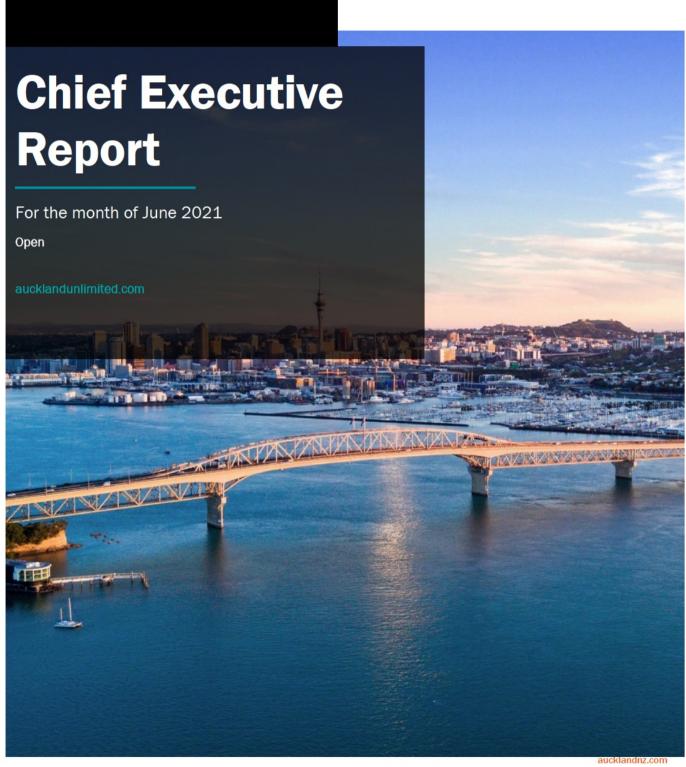
The Climate Innovation Hub development will include Maori consultation and outcomes to support the long-term sustainability of our land and people.

RECOMMENDATION

It is recommended that the Board:

- 1. **Notes** the update on Auckland Unlimited current and proposed climate change activities, and
- 2. **Endorses** the proposed climate change activities to meet Auckland Unlimited's internal and external deliverables and obligations.





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Key Highlights

Auditor General's Annual Plan 2020/2021

- The Auditor General's Annual Plan 2020/2021 was presented to the House of Representatives on 30 June. The plan sets out a discretionary programme of work for 2021/22 performance audits, special studies, regular reports and updates and good practice guidance so that Parliament and the public can have trust and confidence in New Zealand's public sector. The plan provides a balance between the immediate response to Covid-19 and the important issues in the public sector that pre-dated Covid-19.
- Priority areas in the plan include:
 - examination of investment in initiatives designed to improve outcomes for Māori, and what has been achieved as a result
 - o audits looking at the New Zealand Upgrade Programme and "shovel-ready" investments
 - the housing sector with a focus on system leadership and how Kāinga Ora works with other agencies on housing and urban development projects.
- This is relevant to Auckland Unlimited as the findings by the Auditor General's Office will likely be fed into policy set by government which means that the types of interventions concerning investment (including in Māori and housing for example) could be shaped in a similar vein and potentially rolled out at the local level.
- Underutilisation of labour
 - In May this year Auckland's underutilisation of labour rate was 12.4% which was above the pre-COVID level of 9.5%. Across June, underutilisation remained above pre-COVID levels, and it appears that more people were

working part-time or were on reduced hours.

- In the Minister of Social Development's recent media release, she recognised that the June quarter Benefit Statistics showed a continuing fall in the number of people receiving a Main Benefit:
 - o Benefit numbers fell 11,193 over the June quarter, there are now 354,744 people receiving a Main Benefit, with 110,790 people receiving a Job Seeker Work Ready Benefit
 - Most of this fall comes on the back of another big month for people moving off a benefit and into employment. Around 31,240 people left a benefit last quarter for a job, the second highest number of people finding work since records began.
- While this looks good in terms of people getting back into work, regarding the apparent underutilisation of labour trend, the reasons for this are likely due to:
 - o employers having a challenge finding the right workers but there are people who could potentially come into the workforce skills mismatch
 - while more people were employed, fewer hours are being worked which in the circumstances could be a good outcome, if it is the result of employers cutting hours rather than cutting staff in an effort to mitigate the impacts of Covid-19
- Indeed, the Minister in the latter part of her media statement said:
 - o we are partnering with industry to ensure businesses are getting the skills they need
 - we know that there are jobs available in the market right now, and we remain focused on supporting as many New Zealanders as possible into work
- The Ministry of Business, Innovation and Employment in its predictive April paper, *Estimating Labour Market Activity post COVID-19* noted that there is considerable uncertainty in estimating future unemployment, given the uncertainty surrounding the pandemic. Therefore, estimates will vary with assumptions related to the size and duration of the shock to economic activity (or GDP), the rate at which job creation and job destruction return to pre-COVID levels, and how quickly workers can relocate from shrinking to expanding industries.

Executive appointments

- The executive recruitment process to have people in roles is completed. We can move forward with the strategy
 and vision needed to implement our operating model and create a singular organisation that can deliver
 outcomes for Auckland.
- The new roles also represent the ability for us as an organisation to provide increased clarity, a more joined-up and collaborative approach as we deliver on our vision for Auckland Unlimited, and importantly, more support and guidance for both our People Leaders and the wider team.

Auckland Economic Outlook

- The loss of international tourists over the summer months, as well as the impact of Alert Level changes earlier in
 the year, mean that economic activity has still been somewhat sluggish in 2021. Improving global economic
 conditions, combined with the domestic vaccine rollout, suggest an improvement in the second half of the year.
 The NZIER's June quarter survey of business opinion shows a strong improvement in business activity and
 expectations for the coming months.
- Pressure due to skills shortages is an ongoing issue for Auckland businesses. While the Government is encouraging industry and education providers to train New Zealanders, further skills shortages are likely to emerge in the short-term given Auckland's reliance on skilled migrants in certain sectors in recent years, including construction and engineering, hospitality and food trades, healthcare, ICT, education, and agriculture.
- In the hospitality sector, skill shortages are the major stressor for operators. The Restaurant Association of New Zealand says not enough locals are applying for open roles. Some businesses are closing or reducing hours in response. In the tech sector, the impact of COVID-19 on immigration is exacerbating existing shortages of skilled

- workers, which may lead to companies transferring work from New Zealand to wherever they can access talent overseas.
- Returning New Zealanders may make up some of the shortfall, with data suggesting over 60% of returnees since
 August 2020 have a bachelor degree or higher, with experience working in key sectors such as healthcare,
 professional services, education, information media and hospitality.
- The total number of new dwellings consented in Auckland continues at record highs, reaching 18,565 for the year ended May 2021.

Economic Development

Screen Auckland:

- Very high volume of permits continued. 88 permit applications (1.058 total FY21). 40 enquiries (717 total FY21). Indicators suggest that screen production will decrease from recent highs due to the current barriers for productions accessing MIQ. This could last for up for six months unless border controls change. There may be additional Premium Projects (funded by Ministry of Culture & Heritage) moving into production towards the end of this calendar year.
- Devoli Digital Network commercial model scoping work commenced, identifying a roadmap for growing Auckland's
 post-production, VFX and digital content pipeline, and climate impacts research underway a NZ first for the
 screen sector is underway.

Investment and International:

		S7(2)(f)(i),(h),(i), (j) LGOIMA 1987
•	Drury Investment Activation Project : Drury research completed and procurement of ARUP to strategy via competitive procurement process.	complete investment
	S7(2)(f)(i) LGOIMA 1987	

Innovation Precincts:

- GridAKL campus in Wynyard Quarter has 136 businesses, 807 individuals, 87 events held with 3654 attendees.
 15 co-design workshops held in Hatchbox (innovation solutions lab).
- Click Studios: The official launch of Click Studios #2 in Avondale was held 25 June. The Click Studios community
 comprises: 32 businesses and 80 individuals. The Click Foundation has been set up to address the skills shortage
 in creative tech and to encourage more Māori youth into tech careers.

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

Creative:

- Music Policy Forum: Team participated in an international invite-only online lab for the renowned Music Policy
 Forum (based across Canada and USA), their mission: developing vibrant music economies that support
 professional musicians, enhance communities, and support local creativity.
- UNESCO Creative Cities Network (UCCN): Participated in a hui in Wellington between cities and the UNESCO New Zealand secretariat. The cities were Auckland – City of Music, Wellington – City of Film and Dunedin – City of Literature. Collaborative and partnership processes and projects were discussed.
- Participation in newly-formed Creative Careers & Capability Research Group. Organisations include Ministry of Culture and Heritage, Ministry of Education, Skills Active, Tertiary Education Commission, Creative New Zealand, Te Taumata toi-a-iwi and CreaTer (on behalf of its tertiary members). Organised by WeCreate.

Business:

Regional Business Partner Programme: 112 R&D grants to the value of \$6.6m have been issued this year to
innovative businesses and over \$13m of R&D Loans. RBP Registrations YTD 6180. The Tourism Transition Fund
has now largely been distributed and 4 temporary tourism-focused advisors have completed their tenure.

- RBP Voucher Spend Allocated YTD \$18,804,467. Maori Business Engaged YTD 753 and 380 Māori businesses received \$1.3M in funding.
- Completed 4x cohorts of businesses through the Workshop series in West, South, North and Central supporting companies in a range of sectors. Maori Business Workshops planning underway.

Skills and Workforce:

• **Project Ikuna (Auckland Pacific Skills Shift):** Registrations for employers opened on 1 July with excellent media coverage and uptake by employers. The first prototype of the 'Future Ready – Life Online' foundation digital literacy micro-credential is underway with provider Education Unlimited and 'The Comfort Group' in Otahuhu.

Destination

Australia Tourism Marketing

- The Features Director of Qantas Magazine visited from Sydney covering 12 Auckland experiences for a 6-page feature in the August issue. Content will cover everything from a luxury night at Te Arai Lodge and a helicopter flight over the Hauraki Gulf, to horse-riding on Muriwai Beach and dining at some of Auckland's best restaurants.
- Two of Australia's breakfast television shows did a live broadcast from Auckland: **Channel Seven Sunrise:** from Karanga Plaza at Wynyard Quarter for a morning of live crosses including an interview with lan Jones about the All Blacks Experience, an interview with a tour guide at Weta Workshop Unleashed, live cooking segment with Ben Bayly of Ahi. Clips of the show can be found here. **Today Show:** a live broadcast from Auckland on Weta Workshop Unleashed, the All Blacks Experience and the Sky Tower, SkyWalk and SkyJump.

Study Auckland

- BeKiwi Tourism and volunteering booking platform: a BeKiwi winter campaign featured Auckland experiences in three categories Food, Adventure and Sustainability. There were also volunteering opportunities for tree planting season. The most popular bookings for June were AJ Hackett Auckland Bungy: 320 bookings, Giapo Behind the Scenes Tour: 114 bookings Auckland Kimchi Making: 98 bookings. Statistics for the platform from 18 February 15 July 2021: 6,079 people (nearly 70%) of BeKiwi users are Auckland based and 90% of bookings are made with Auckland operators.
- The University of Auckland's 'Virtual Internships Programme' has been shortlisted for an International Innovation Award: The Virtual Internships Programme is an international student retention tool, targeting the cohort (many of whom are currently in China and India) that is more likely to return to Auckland for semester one studies in 2022. The programme was initiated by Study Auckland in 2018. The latest iteration of the programme has been shortlisted for an award in the prestigious UK based 'PlEoneer Awards' which celebrates innovation in the international education industry.

Major Events

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- Sal's NBL Showdown: Basketball NZ was awarded the COVID 19 Response award at the 2021 Sports New
 Zealand Sport & Recreation awards for the 2020 Sal's NBL Showdown event. The award recognizes the
 achievement of Basketball NZ's response to disruption caused to the industry last year. Sal's NBL Showdown is
 believed to be the first league worldwide to deliver a full season under the one city hub model and the only
 Basketball league in the world with no crowd limits.
- The Lion King: Content created in partnership with Disney saw the character Rafiki take to the top of the Sky
 Tower to celebrate the show's opening in Auckland after an 18-month worldwide hiatus. The video has gained
 impressive reach with a cumulative 277,800+ views through Auckland Unlimited's own channels and crosspromotion on event partner sites and gained coverage on the One News website. Video can be viewed here.
- Elemental AKL: Is in its third year, live from 14 July to 1 August, featuring more than 50 events across the region.
 In partnership with Go Media Elemental AKL ads have so far accumulated 246,381 plays across 39 panels in 16 towns across New Zealand, from Invercargill to Hamilton, with more to come.
- Taste of Pasifika: The Taste of Pasifika Activation was delivered at the All Blacks vs Tonga double header on 3 July. The Pasifika brand got plenty of exposure in-stadia and on the broadcast, including a number of live TV crosses in front of the activation and the Hollie Smith half time show in front of the huge Pasifika sign. NZ Rugby were pleased with the result and put together a highlights video that can be viewed here.
- Diwali Festival: A refreshed <u>website</u> has been launched for Diwali Festival 2021, hosting the stallholder and performer applications which are now live. Refreshes for Pasifika, Lantern and Tāmaki Herenga Waka Festivals are underway.

Auckland Convention Bureau (ACB)

Sales update: As a result of the team's attendance at MEETINGS 2021, 5 new business event leads have been
received with an estimated total impact of \$915,000. Tourism New Zealand invited Auckland, Wellington and
Christchurch to be part of Institute of Business Travel Management (IBTM) Wired a four-day virtual trade show,
providing access to every member of the IBTM community. ACB met with 42 pre-qualified hosted buyers in the
incentive and meeting space from across the globe. NZICC joined appointments with buyers who host events of
500+ delegates.

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Go with Tourism

- GWT Expos: Following the postponement of the initial event in Wellington due to the region being at Alert Level 2
 at the time, we delivered the Expo in the capital over one day (instead of the planned two days) in early July.
 All five flagship GWT Expos have now been delivered with 16,619 attendees in total.
- The Itinerary: The <u>seventh</u> and <u>eigth</u> episodes of Season 2 were released covering the following topics: Art Tourism and Health and Safety in Tourism. There have been **18,175** total views across all Itinerary episodes with an average of over **956** views per episode.
- Education Programme: A total of 300 class visits have been delivered in 2021. The programme has received 1508 survey responses. Notable insights for the month are: An average rating of 4.3/5 and 4.4/5 for content engagement from students and teachers respectively, 30% increase in student interest in tourism careers after term two presentations, and 56% of students and 94% of teachers have expressed an interest in the Pledge a Placement programme.
- Pledge a placement: to date 198 placement requests have been received. Since launch, 59 businesses have
 pledged a placement via the GWT website with additional businesses securing placements outside of our online
 form.

Auckland Art Gallery

- All That Was Solid Melts exhibition opened on 3 June.
- Pat Hanly Creativity Awards held on 24 June, with 70 secondary school students receiving awards.
- Free curator tour of *All That Was Solid Melts* on 5 June had 33 people attend.
- Pettman Junior Music Academy performance in the North Atrium was viewed by 248 visitors.
- 13 people come through for an Auckland Explorers club tour for gifted children and their families.
- On 12 June held a workshop to explore the impact on our forests of kauri dieback and myrtle rust called *Ngārara in the Ngahere Infections in our Forests.* 52 people attended.
- Ran a Department of Corrections tour for nine people (mix of staff and people on probation) on 28 June with outstanding feedback and outcomes for participants.
- A live performance of Sriwhana Spong's *The painter-tailor* was performed for free in The Walters Prize 2021 exhibition on 19 June, 100 people watched.
- Whānau drop-in had 1154 people through over the four weekends.
- Launch of new exclusive merchandise to align with the *All That Was Solid Melts* exhibition including a puzzle collaboration with New Zealand company Father Rabbit featuring works from the Auckland Art Gallery Toi o Tāmaki collection.
- Another merchandise collab with Karen Walker was signed featuring three works from the Auckland Art
 Gallery Toi o Tāmaki collection. Karen Walker will be producing a series of silk scarves and the works are soon
 to be exhibited in Romancing the Collection. Karen Walker's image selection has provided a jumping off point
 for complementary merchandise, cushion covers and prints.

Auckland Live



• Auckland Live presented nine investment events during June, including four Māori-led projects as part of Live's Matariki Festival programme. Of note was Autaia – Haka Theatre, a pilot project which involved 86 students from three Kura Kaupapa Māori: Ngā Puna O Waiōrea (Western Springs College), Te Kura Kaupapa O Hoani Waititi and Te Kura Kaupapa Māori o Te Kōtoku. The one-night showcase in the Kiri Te Kanawa Theatre received significant media coverage and attracted an audience of 1,700. Auckland Live is now in the process of designing the next stage of Autaia – Haka Theatre which proposes developing the project in 2022 to include the involvement of up to nine Kura Kaupapa Māori. The project has the potential to become a significant event in the school year and a gateway for Māori tauira (students) into a career in the performing arts, both on and off stage.

- Auckland Live's Production and Arts Management Skills Course offered in partnership with the University of Auckland's Drama Department has now been delivered for 2021. This was the fourth year of this partnership, with 27 students participating, including two based in China.
- The final two sessions of the 2021 Manaaki Project training module were delivered, taking the total number of staff who have undertaken the programme in 2021 to 129 across eight workshops. This module was developed by Auckland Live's Kaiarataki Toi Māori to support Auckland Live and Conventions Visitor Experience staff in building cultural competency through a Te Ao Māori lens in the workplace.

Upcoming activity, key events, initiatives

- Aotea Square ice rink, 17 June 1 August, extended to include the ice rink in the Elemental Festival.
- The overall Elemental programme will also include the Auckland Night Markets and the popular Snugs as well
 as additional activations and events in the Auckland Town Hall such as Live Nation's Courtney Barnett, Dope
 Lemon, the Flying Nun 40th Anniversary show, Julia Jacklin and a digital projection.
- Bruce Mason Centre 25th Anniversary commemorations including free and low-cost events for families, a season of Nightsong Productions' *Te Po* and a hosting to bring together members of the community who have been champions of the venue over the years.

Auckland Conventions

Key highlights & deliverables

The Conver	itions team deliver	ed 21 events in Jui	ne.		
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Auckland Stadiums

Lorde's Solar Power tour date for Western Springs Outerfield was announced for 5 March 2022. Being an Outerfields event, venue capacity can be flexed from 10,000 – 17,500 depending upon how ticket sales track.

•	S7(2)(c),(f)(i),(h),(i),(j) LGOIMA 1987 The Warriors v Bulldogs game scheduled to be at Mt Smart on 15 August will be relocated to an Australian
	venue due to the latest COVID-19 outbreak in Australia. The loss of this event continues the roller coaster ride for the Stadiums team over the last 18 months,
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	S7(2)(f)(i),(h),(i),(j) LGOIMA 1987
	The Steinlager Series double header of the Māori AB's vs Samoa followed by the All Blacks v Tonga was
	hosted at Mt Smart Stadium on Saturday 3 July and attended by a crowd of 15,024. This was the first time
	the All Blacks had played at the stadium, and it was the first major sporting event to be held at the stadium
	since the 2019 Warriors season. The event ran smoothly with excellent feedback received from New Zealand Rugby on the event delivery and the presentation of the venue. The following weekend, 10 July, Mt Smart
	hosted the qualifying match to the 2023 Rugby World Cup between Manu Samoa and Tonga attended by a
	very enthusiastic 2.749 people.
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Upcoming activity, key events, initiatives

- Following a joint venture with CLM Gyms earlier this year, the Pop-up Inflatable school holiday programme will
 run for one week out of both North Harbour and Mt Smart Stadiums in July. North Harbour Stadium also
 welcomes back Chilled Events Ice Skating rink between 2-25 July.
- Physical works have commenced on Mt Smart's Field 4 redevelopment. Fieldturf is scheduled to complete the works by 1 October.
- Watercare and stadium management will meet mid-July to further discuss the Central Interceptor works at
 Western Springs Stadium and the programme of works. These discussions build on the principles contained in
 the Easement Agreement and are focused on ensuring the works have the least possible impact on event
 activity during the works period between October 2022 and February 2025.

Auckland Zoo

- The Zoo welcomed 41,074 visitors in June, with a total of 680,898 visits for the year (29.7% or 155,905 ahead of the budgeted target).
- The delivery of the Southeast Asia Jungle Track continued throughout the month. Construction milestones included installation of the foundations and theming for the otter stream and completion of the Swamp Forest's air-filled ETFE roof dome which now is a significant feature on the edge of the Zoo's central lake. Sequencing of the work programme and project cash flow associated with high value installations continue to be tightly managed to allow for ongoing resourcing difficulties with specialists and materials from overseas. The lack of materials entering New Zealand continues to be a significant challenge and ongoing risk. The project remains scheduled for construction completion November 2021. The current plans envision public opening of Tiger & Otter and boardwalk access across the central lake for the 2021 summer school holidays and the Swamp Forest habitat for the 2022 April school holidays.
- In June, there were 5925 educational visits by schools and other groups. This is 35% up on a budget of 4391.
- Tamariki Time (a twice weekly free programme for ECE level children) continued to run successfully through June.
- A workshop was by Zoo staff around understanding more about different audiences that are connected to Auckland Zoo, and how we can develop and serve some of the underrepresented audiences such as Māori, Youth, Seniors and the Rainbow community.
- The Zoo's latest campaign focuses on the science of caring for wildlife and helps interpret the '5 domains of animal welfare' that are central to the Zoo's Animal Care Charter. We are evaluating audience understanding

- of and equity in our brand as a direct consequence of engaging with the campaign. The external promotions are designed to encourage visitors to visit new content on our <u>website</u>.
- A second cohort of 80 sub-adult and adult animals wetapunga was released onto the Ipipiri Islands in the Bay
 of Islands after an estimated 180-year absence. This is part of a three-year collaboration with Project Island
 Song supported by Ngati Manuhiri, Ngati Kuta and Patukeha ki Te Rawhiti.
- The latest round of the Auckland Zoo Conservation Fund Small Grants Programme was dedicated to amphibians in recognition of the internationally renowned Professor Phil Bishop from the University of Otago who died earlier this year. Seven amphibian projects totalling \$28k were supported from the 32 applications received from around the world. The supported projects were in NZ (x2), Madagascar, Indonesia, Guatemala, Philippines and Colombia, helping to further grow the Zoo's international reputation and wildlife conservation impact.
- Four agencies were invited to pitch to help the Zoo prepare for its 100-year celebration. The successful agency, Colenso, has now started work on the project and has delivered a first draft of the centenary collateral which will be launched later in FY22.

New Zealand Maritime Museum

- The Edmiston Gallery refurbishment is completed. The main works were to install a new art store, work room and new moveable gallery walls to create better circulation patterns and more flexible gallery spaces. Mobile racks have been installed along with a new suspended gantry for hanging works plus lighting track.
- Structural remediation second phase has been completed, with all scaffolding removed.
- Lotteries Heritage & Environment funding for the digitisation project was confirmed for Year 2 of the project.
 We have had confirmation of two major grants: \$450,000 from NZ Lotteries to support Year 2 of the collection digitisation project, and \$50,000 from Foundation North to support the Aramoana Ocean Roads waka programme to schools.
- The acquisition of two significant artworks which relate to the COVID crisis were confirmed. Russ Flatt's work *Destination Aroha* is entering the permanent collection after a period of exhibition at the Museum in collaboration with Te Tuhi which started in Art Week and ran until May. Tui Emma Gillies and Slulieti Fieme'a Burrows' works on Pacific double-hulled sailing waka and COVID portraits on tapa are an excellent fit to proposed developments in the Hawaiki gallery.
- Ted Ashby's annual survey and maintenance programme has been successfully completed, including a major refit of the deck beams.
- During June, 7,276 people visited the Museum's galleries, event spaces and cafe (compared to 1,796 in April 2020 due to COVID-19). The full financial year finished at 78,650, down 37% on the previous year of 123,884. This was largely due to two factors: the impacts of COVID-19 and a change in visitor calculation methodology to bring NZMM in line with Audit NZ requirements. Our figures now reflect purchased tickets and exclude the previous formula to account for visitors to site who visit the Museum retail space but do not enter the galleries.

Upcoming activity, key events, initiatives

- Term 3 is now booked to capacity for education groups, with an estimated 2500 pax onsite. Particular focus
 has been on inviting schools eligible for Four Winds transport funding made available via the NZMM
 Foundation.
- In addition, NZMM's education team will be delivering the Aramoana Ocean Roads outreach programme through Terms 3 and 4. 1500 pax bookings are already secured for this outreach programme which will be delivered in schools by NZMM staff, with 4000 pax expected.
- Work has begun on NZMM's next major exhibition *I am Island and Sea*, along with a gallery install for a two-year period of maritime decorative arts, both in the newly refurbished Edmiston space.

Māori Outcomes

2021 programme

LŢ	Chief Executive Report (CONFIDENTIAL)
•	S7(2)(f)(i) LGOIMA 1987 Tohunga Tūmau – a celebration of Māori kai, was held on 1 July at Shed 10 in the Auckland CBD. The event als launched <i>Kauta</i> – a nation-wide digital platform housing Māori kai developers. As a sponsor, AU hosted ke stakeholders from Te Matatini Inc. and Council whanau who will be involved in the event. Māori business capability: Capability development (social procurement focus)completed. Mana Whenua Engagement: A request has been made to the Mana Whenua Kaitiaki Forum to attend the nex Forum hui to discuss future engagement and activity planning.
lāc	ori Business programme
	Māori Business Clinics – social media marketing campaign analysis report completed.
	Māori Business Workshop Series - RFP in market for delivery of Q1 strategy and planning workshop series, to be delivered in four locations in line with ngā hau e wha.
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liı	mate Change & Sustainability
	Phase 2 of Auckland Economy Climate Change Risk Assessment (ECCRA): We have been reviewing the updated Auckland Economy CCRA technical report and the summary findings of Māori Business engagement with the Māori Outcomes team. We anticipate an expected report release date in August.
	Auckland Unlimited's operational GHG Emissions: Data collection continues for Auckland Unlimited's Toitū carbor reduce certification audit on 22 July, which has been one of the main projects for June. This has included visits to several of Auckland Unlimited's venues to work through emissions source data with respective facilities and finance teams. Reduction targets and initiatives which were previously set for legacy RFA require updating for Auckland Unlimited for the next three-year cycle.
	Taskforce on Climate-Related Financial Disclosure (TCFD) : Progress continues regarding the development of Auckland Unlimited's TCFD for FY20/21. With AECOM, we have started the internal engagement as part of scenario analysis which will be used for FY21/22.
	Climate Innovation Hub (CIH): A draft model for Auckland's Climate Innovation Hub has been developed with evidence to support this based on desktop research of CIHs worldwide.
	Corporate Emission Reduction : Work started on the LTP climate/emissions reductions proposed budget with CFO and GM property. This work will link into the emissions inventory and the emissions reduction plan.
ir	nancial information for the period ending 30 June 2021
	Despite incurring unbudgeted merger costs and the impact of lockdowns, Auckland Unlimited completed FY21 with revenues above budget and costs below budget, with a resulting reduction in the level of funding from Auckland Council.
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• Pro o	ojects: Successful move of Time Target into the cloud, which provides the platform from which we will be able to deliver continuous improvement to the business through more cost-effective rostering. Completion of the design phase of the Gallery advancement and membership project which determines the solutions which will be used to deliver the user stories. Design of an interim solution at the Zoo to support the Giftward promotion which is expected to drive a peak in membership sales, ahead of the delivery of a self-serve membership customer portal. Automation of the Zoo End of Day report, which reduces the manual input of data daily by staff at overtime rates after the Zoo has closed for the day.
 -:	S7(2)(f)(i) LGOIMA 1987



BOARD MEETING

HELD ON: Wednesday 30 June 2021 at 9.00 a.m.

AT: East Lounge, Mt Smart Stadium, Auckland

PRESENT: Mark Franklin Chair

Jennah Wootten

Deputy Chair Fabian Partigliani

Jen Rolfe Carol Cheng Evan Davies

APOLOGIES: None

ATTENDED: Cr John Watson Auckland Council via Teams (Item 4)

Auckland Council via Teams (Item 4) Cr Richard Hills

Nick Hill CE Brian Monk **CFO**

Pam Ford GM. Economic Development (Items 1 – 4. 8)

Jonathan Wilcken Director, Strategy (Items 1-5)

Director, People and Culture (Items 1-4) Lynn Johnson Shelley Watson Head of Marketing (Items 6 and 11)

Steve Armitage GM, Destination (Item 7) Tim Kingsley-Smith Company Secretary

1. **AGENDA AND APOLOGIES**

There were no apologies.

2. CONFIDENTIAL AND PUBLIC MINUTES 28 APRIL 2021 AND CONFIDENTIAL ACTION TRACKER

The Board approved the 26 May 2021 Auckland Unlimited Confidential and 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 3. **PROGRAMME**

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

CE REPORT 4.

Nick Hill spoke to the paper.

Management noted that confirmation and announcement of the new executive team and the formal implementation of the new operating model will take place shortly.

Destination Activity and Destination Committee

Management updated the Board on the destination function within the organisation and the recent Destination Committee meeting. As discussed at the May Board meeting, Auckland Unlimited's destination function continues to be extremely challenged by significant and ongoing funding shortages due to the closure of international borders and the consequent suspension of the APTR.



•	Management noted that the organisation's current destination funding challe addressed.	enges needs to be	S7(2)(f)(i) LGOIMA 1987
•	Management noted that the current funding challenges are also re-focussin on how destination marketing and activities should be funded in the long-term and more certain basis.		1007
•			
ASB S	Showgrounds	S7(2)(f)(i) LGOIM	A 1987
•	Management noted that ASB Showgrounds is facing short term financial issibig events scheduled to take place shortly. Auckland Unlimited is working of these events can continue as planned		
	. It is important to		
	Showgrounds continue to operate given its vital role hosting large-scale eve	nts. S7(2)(f)(i),(LGOIMA 19	
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- Councillor Watson suggested that Auckland Unlimited focus on its work on the creative
 economy and technology strategy at the next CCO Governance meeting. Management noted
 that both pieces of work are in a good place and the team is eager to bring the work to Council.
- Councillor Watson requested an update on the Tuatara Baseball team and North Harbour Stadium. Management agreed to provide the update following the meeting. (ACTION POINT)
- The Board and Management discussed innovation precincts in Auckland. Click Studios is an example of an innovation precinct making fantastic progress, expanding, and increasing quality jobs for young people.
- Councillor Hills echoed Councillor Watson's request for the Council to be updated on Auckland
 Unlimited's work on the creative economy and technology strategy. Management agreed and
 noted that the new executive team will be announced shortly, and it would be good for
 Councillors to meet the team.

The Board noted the CE Report.

Councillor Watson, Councillor Hills, Pam Ford and Lynn Johnson left the meeting.

5. AUCKLAND UNLIMITED LTP OUTCOMES - OPERATING AND CAPITAL FUNDING

Brian Monk and Jonathan Wilcken spoke to the paper.

- The Chair noted that it was Jonathan's last Board meeting and thanked Jonathan for his years
 of service at Auckland Zoo, Regional Facilities Auckland and Auckland Unlimited and wished
 him all the best for his move to the UK. Jonathan thanked the Board and CE for their support
 and wished them and the organisation all the best for the future.
- Management noted that the LTP operating funding process is now wrapping up. Auckland
 Unlimited has achieved its savings goal from amalgamation efficiency gains, but the loss of
 APTR funding is significant and its impact on the organisation's operations is unavoidable.



 Management noted that LTP capex funding has been confirmed. The secured funding will cover repair and maintenance of facilities for the next 10 years as well as funding for some security and IT improvements. However, there is no provision within LTP capex funding for any strategic investment in new developments.

•	The Board and Management discussed the strategic plan for the Aotea Precinct and how to ensure that it progresses.
	ensure that it progresses:
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The Board noted the Auckland Unlimited LTP Outcomes update.

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

Jonathan Wilcken left the meeting.

6. AUCKLAND UNLIMITED TE REO MĀORI NAME

Management spoke to the paper.

Management presented a video on Tāmaki Makaurau Taki Hua to the Board.

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

- Management noted that the proposed te reo maori name
 is taonga and will be treated with respect by the organisation. Upholding the name and
 embedding it into the fabric of the organisation will be shared mahi throughout the organisation.
- Management noted that the Kaupapa Māori approach to planning and implementing Auckland Unlimited's Māori identity will follow three stages using the metaphor of a canoe:
 - o Tahi Te Tau Ihu Engage
 - o Rua Te Haumi Announce
 - o Toru Te Kei Embed

The Te Tau Ihu – Engagement stage has begun and whanau across the organisation are being mobilised.

The Te Haumi – Announce stage is where the organisation as a whole needs to pick up the paddle and paddle as one towards the goal. The te reo Māori week in September will be a key focus for the team and a number of innovative story-telling methods will be used to bring the te reo Māori name to life.

A formal ceremony will form part of the Te Kei – Embed stage which is the most important stage. The wero/challenge to the organisation is encompassed in the name and how the organisation lives the name every day – it needs to be a waka for all of us to be on.

Management performed a waiata and haka for the Board.





•	The Board thanked Management for its work on its passionate presentation. The diligent and authentic work of the team has provided the Board with the confidence to fully embrace.					
•	The Board and Management agreed that will be at the heart of embedding the new culture into the newly formed organisation. S7(2)(f)(i) LGOIMA 1987					
•	The Board requested that the video and slides presented during the Item be circulated to the Board. (ACTION POINT)					
The Bo	ard:					
	 Approved to be adopted alongside the establishment name Auckland Unlimited. S7(2)(f)(i) LGOIMA 1987 					
Steve A	Armitage joined the meeting.					
AUCKL	AND STADIUM NETWORK					
Steve A	Armitage spoke to the paper.					
•						
	S7(2)(f)(i) LGOIMA 1987					
•	Management noted that the process has been deliberate and solely focussed on the set of premises and recommendations made by the CCO Review regarding Auckland's Stadium Network. The focus is on how to use Auckland's current stadium assets more efficiently.					
•						
	S7(2)(f)(i),(g) LGOIMA 1987					
The Bo	ard noted the Auckland Stadium Network update.					
Steve A	Armitage left the meeting. James Parkinson joined the meeting.					
MT SM	ART STADIUM TOUR					
	ement led the Board on a short tour of Mt Smart Stadium discussing aspects of Health and Safety curity of the Stadium, ongoing maintenance of the Stadium, and the upcoming events nme.					
James	Parkinson left the meeting. Pam Ford joined the meeting.					
HIGHB	ROOK FILM STUDIOS					
Pam Fo	ord spoke to the paper.					
•						

7.

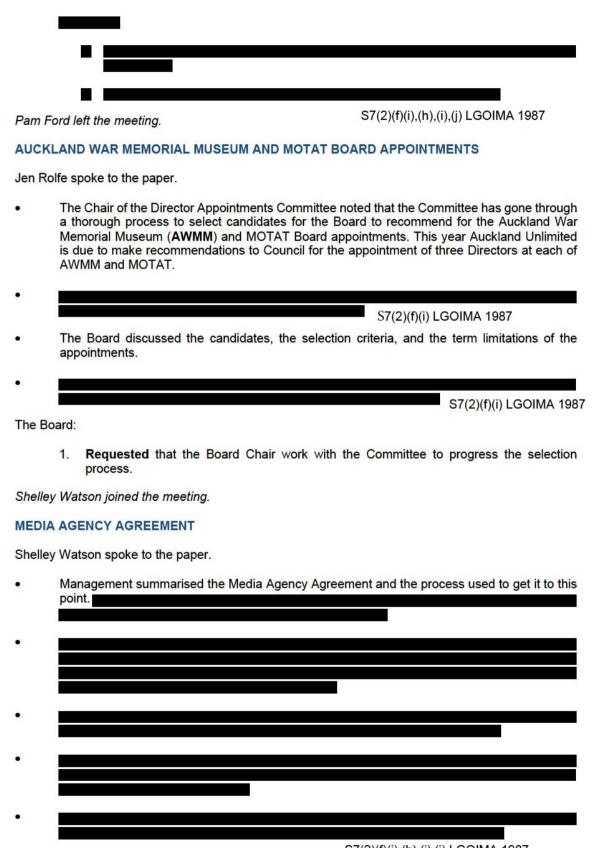
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11.





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



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12.

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14.

	1.	Approved the Sole Media Agency contract and and
	2.	Delegated authority to the CE to execute the Sole Media Agency contract
FIFA	WOME	N'S WORLD CUP S7(2)(f)(i),(h),(i),(j) LGOIMA 1987
		spoke to the paper.
•	Mana	agement summarised the proposed FIFA Women's World Cup overarching approach and
	gove	rnance structure.
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		S7(2)(f)(i),(h),(i),(j) LGOIMA 1987
The E	Board:	
	1.	Endorsed the programme approach outlined in the paper.
AUCI	KLAND	ZOO ANIMAL ACQUISITION FUND
The E	Board:	
	1.	Approved the Animal Acquisition Fund Policy.
	2.	S7(2)(f)(i) LGOIMA 19
AUCI	KLAND	ART GALLERY EXHBITION
Mana	agement	spoke to the paper.
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The E	Board:	
	1.	
		S7(2)(f)(i),(h),(i),(j) LGOIMA 1987



15. DELEGAGED AUTHORITY POLICY AND REGISTER

16.

17.

Brian M	1onk s _l	poke to the paper.	
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	to pro	oceed with the delegations as proposed and to amend them in	The Board agreed the future if required.
•			S7(2)(f)(i) LGOIMA 1987
The Bo	ard:		(-/(-/(-/
	1.	Approved the Delegated Authorities Policy; and	
	2.	Approved the Tier 1, Tier 2, and BU Director register.	
RISK C	ОММ	TTEE CHARTER	
The Bo	ard:		
	1.	Approved the proposed Risk Committee Charter.	
BOAR	D AND	CE SESSION AND BOARD ONLY SESSION	
The Bo	ard he	ld a Board and CE session, and a Board only session.	
T		S7(2)(f)(i),LGOIMA 1987	
		o further matters to be minuted.	
		eeting ended at 3.22 p.m.	
Confirm	ned as	a true and correct record of the meeting of 30 June 2021:	
Chair		Date	