Board Meeting Agenda (Public)



9.00 a.m. Wednesday 29 September 2021

Microsoft Teams Meeting

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROC	EDURAL				
1	Agenda and Apologies	To Note	T&C	9.00 a.m.	5 mins
2	Confidential Minutes 25 August 2021, Public Minutes 25 August 2021 and Action Tracker ¹	To Approve	T&C		
3	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C		
CE RE	PORT AND PERFORMANCE REPORTING				
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ² 3. Health and Safety Report (RC) ² 4. Capital Programme (RC) ² 5. LGOIMA Register (RC) ²	To Note	T&C	9.05 a.m.	55 mins
SIGNI	FICANT STRATEGIC MATTERS				
5	2	To Approve	T&C	10.00 a.m.	1 hour
6	Auckland Stadium Network, Steve Armitage ³	To Discuss	Т]	
7	Unsolicited Offer, Brian Monk and James Parkinson ³	To Discuss	T&C		
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABIL	ITY			
8	Aotea Backup Generation Project, Heather Harris ⁴	To Approve	Т	11.00 a.m.	1 hour 25 mins
9	Maintenance Agreement, Heather Harris ⁴	To Approve	Т		
10	Funding Agreement Variation, Pam Ford ⁴	To Approve	С		
11	Destination Committee Member Appointment Process, Nick Hill ²	To Approve	С		
12	Auckland Film Studios, Pam Ford ⁴	To Note	С		
13	Transformation Plan, Mark Shepherd ²	To Note	T&C		
14	FY23 Annual Plan, Pam Ford and Brian Monk ²	To Note	T&C		

¹ S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987 ² S7(2)(f)(i) LGOIMA 1987 ³ S7(2)(f)(i),(g),(h),(i) LGOIMA 1987 ⁴ S7(2)(f)(i),(h),(i) LGOIMA 1987

Board Meeting Agenda (Public)



Item	Subject	Action	Trust/Co.	Start Time	Duration					
BOAR	BOARD PRIVATE SESSIONS									
15	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T&C	12.25 p.m.	5 mins					
	Close of Meeting			12.30 p.m.						

Board Meeting Agenda (Public)



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

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

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





BOARD MEETING

HELD ON: Wednesday 25 August 2021 at 9.00 a.m.

AT: Remote Meeting (Teams)

PRESENT: Mark Franklin Chair

Jennah Wootten Fabian Partigliani Jen Rolfe Carol Cheng Evan Davies

Evan Davies
Hinurewa te Hau
Alastair Carruthers

APOLOGIES: None

ATTENDED: Cr John Watson Auckland Council via Teams (Items 4 and 5)
Cr Richard Hills Auckland Council via Teams (Items 4 and 5)

S7(2)(a) LGOIMA 1987

Norm Thompson
Tim Pollock
Paul Columbus
Troy Clarry

Destination Committee Chair (Item 6)
Destination Committee Member (Item 6)
Destination Committee Member (Item 6)
Destination Committee Member (Item 6)

Deputy Chair

Executive Team Nick Hill Chief Executive, Pam Ford Investment &

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

and Communication

Tim Kingsley-Smith Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

There were no apologies.

2. CONFIDENTIAL MINUTES 28 JULY 2021, PUBLIC MINUTES 28 JULY 2021 AND ACTION TRACKER

The Board **approved** the 28 July 2021 Auckland Unlimited Confidential and Public Minutes as an accurate record of the meeting.

The Board noted the Action Tracker.

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

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



	cillor Hills, Councillor Watson, programme and the Executive Team joined the
meeti	ng.
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85	S7(2)(a),(f)(i) LGOIMA 1987
	THE CONTROL AND
AUCI	KLAND CREATIVE QUARTER
10.	presented to the Board.
•	Management noted that the timing is right to progress the Aotea Creative Quarter. When it completed, Aotea Station will be the busiest train station in the country and its completion provide a great opportunity to improve the civic and creative quarter of Auckland.
•	updated the Board on the current state of Aotea Square, the surrounding are and the planning that has previously been done on the area.
•	
The B	and noted the presentation. S7(2)(a),(f)(i) LGOIMA 1987
Paul (and the Executive Team left the meeting. Norm Thomson, Tim Pollock, Troy Clarry, a Columbus joined the meeting
	RD AND DESTINATION COMMITTEE JOINT QUATERLY MEETING

BOARD AND DESTINATION COMMITTEE JOINT QUATERLY MEETING

Norm Thompson chaired the joint Board and Destination Committee quarterly meeting.

- The Board and Destination Committee discussed the highlights of the Destination Committee report. Management updated the Board and Committee on Elemental and recent and planned major events.
- Management updated the Board on planned tourism activity in Australia, the impact of COVID and lockdowns on tourism activity, and other issues facing the destination industry. The Board



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



and Committee agreed that the organisation needs to be prepared for New Zealand's international border to continue to be significantly impacted by COVID for a long time.

•	The Board and Destination Committee discussed the currently suspended ATPR and	
	destination funding more broadly. Discussions on destination funding with stakeholders is ongoing.	S

Norm Thomson, Tim Pollock, Troy Clarry, and Paul Columbus left the meeting. The Executive Team joined the meeting.

7. CE REPORT

ı

Nick Hill spoke to the paper.

COVID Lockdown

- Management updated the Board on Auckland Unlimited's response to the current lockdown. The organisation is now experienced at dealing with lockdowns and was able to smoothly transition into lockdown Level 4. There are no incidents to report and the IMT continues to meet regularly and deal with issues as they arise. An extended ELT that includes business heads has been formed and is also meeting regularly to help ensure that the leadership team is connected to staff on the frontline.
- Management and the Board discussed lockdown scenarios and the financial impact of the current lockdown. As with previous lockdowns, the charitable RFA Trust is eligible to receive the Government wage subsidy which will offset a portion of the costs of the lockdown. The experience of previous lockdowns is that people are slow to return to the city, so the business is working on a recovery programme.

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	ULTOWNSHIP COURSES STOCK
	S7(2)(f)(i) LGOIMA 1987

 The Board and Management discussed the impact of a potential increase in anti-social behaviour on frontline Auckland Unlimited staff. Management noted that the business works well with the police in the event space in particular and security incident reporting is being actively reviewed.

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

 The Board noted its support for Management's approach but cautioned that lockdown disruption may continue for longer than expected.

Auckland Unlimited and Council Committee Meetings

Management updated the Board on the recent meeting with the Council Finance and Risk Committee.

S7(2)(f)(i)

LGOIMA 1987

CE Report Format



• The Board commended the new format of the CE Report. Management noted that the CE Report and reporting generally will continue to evolve and improve with a focus on ensuring a tight linkage between governance documents, activities, and reporting.

The Board noted the CE Report.

8. INTRODUCTION TO EXECUTIVE TEAM

Nick Hill introduced the ELT to the Board and each member of the ELT introduced themselves to the Board.

 Management noted that from October onwards the Board will do a 'deep-dive' into each of the organisation's Rōpū beginning with the Cultural Institutions Rōpū

The Board thanked the ELT for their introductions.

Pam Ford joined the meeting.

10. AUCKLAND FILM STUDIO NETWORK

Pam Ford spoke to the paper.

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Pam Ford left the meeting. S7(2)(f)(i),(g),(h),(i),(j) LGOIMA 1987
GRIDAKL L4 12 MADDEN STREET
The Board:
<u> </u>
S7(2)(f)(i),(h),(i) LGOIMA 1987
MAJOR EVENT INVESTMENT CASE
Management spoke to the paper.
S7(2)(f)(i),(h),(i) LGOIMA 1987

14. BOARD COMMITEES AND BOARD COMMITTEE MEMBERSHIP

The Board

12.

13.

- 1. Approved the proposed Board Committee membership changes; and
- 2. Approved the proposed 2022 Board meeting dates.

15. Q4 PERFORMANCE REPORT

The Board approved the Quarter 4 Performance Report for the period ending 30 June 2021.

16. BOARD MINUTE REDACTION PROCESS

The Board noted the criteria and process for redacting the public minutes.

17. COMMITTEE MINUTES

The Board

1. Noted the 22 June Destination Committee minutes;





- 2. Noted the 20 July Destination Committee minutes; and
- 3. Noted the 26 July Risk Committee minutes.

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11.

18.

Chair

	Il led a discussion on the strategic actions on the Board action tracke	er.						
s 								
	S7(2)(f)(i) LGOIMA 1987							
The Bo	ard noted the Action Items discussion.							
Mandy	Mandy Kennedy joined the meeting.							
CYBER	RSECURITY AND RISK RELATED MATTERS							
Mandy	Kennedy spoke to the paper.							
•	 Management updated the Board on the organisation's cybersecurity strategy. The strategy has been created to translate the direction, guidance and intent of the organisation into clear defined principles, governance, frameworks and roadmaps that allow it to ensure that ever investment made in cybersecurity improves cyber resilience and enables the achievement organisation's strategic goals. 							
•s	The Board and Management discussed the roles of the Board regarding the monitoring and governance oversight of cybersecurity							
								
		Service of the Control of the Contro						
The Bo	ard noted the cybersecurity and risk related matters update.	S7(2)(f)(i) LGOIMA 1987						
Mandy	Kennedy left the meeting.							
BOAR	D AND CE SESSION AND BOARD ONLY SESSION							
The Board held a Board and CE session.								
There were no matters to be minuted.								
The Bo	ard Meeting ended at 3.10 p.m.							
Confirm	ned as a true and correct record of the meeting of 25 August 2021:							

Date



Register of Directors Interests

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

		SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder)		
Evan Davies	Non-Executive Director	Capital Investment Committee (Chair) Hospital Redevelopment Partnership Group (Chair) Tāmaki Regeneration Limited (Chair) Todd Property Group Limited (Director) Todd Property Groups together with all subsidiaries (Director) BBIG Group together with its subsidiaries (Director) Western Hills Holdings Limited (Director) Win Limited (Director) Priory Pastoral Developments Limited (Director) Priory Pastoral Farm 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)		
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 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 D	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) 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)	



Rolling 12-Month Work Programme

September 2021

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-21	 Public Board meeting to consider shareholder feedback on SOI Draft 2021 -2024 SOI Financial reporting for the year ended 30 June 2020 Q4 Risk Report to Council 	CEO Report		 Risk Committee - 26 July Destination Committee - 20 July Board Meeting - 28 July
Aug-21	Q4 Performance Report	CEO Report	Joint meeting with Destination Committee Cyber Security and Risk	Destination Committee - 25 AugBoard Meeting - 25 Aug
Sep-21	Trust Annual Report CCO Oversight Committee meeting 21 Sep (Quarter 4 and Annual Reports)	CEO Report		 Risk Committee – 13 Sep Destination Committee - 21 Sep Board Meeting – 24 Sep Board Meeting - 29 Sep
Oct-21	Public Board meeting to consider Annual Report	CEO Report Annual H&S Framework and Policy Review	Board Meeting Strategic Focus: Cultural Institutions	Destination Committee - 19 Oct Board Meeting - 27 Oct
Nov-21	Company Annual Report Destination Committee Q1 Performance Report Q1 Risk Report to Council	CEO Report	Mana Whenua Kaitiaki Forum Meeting & Lunch (2 Nov) CCO Oversight Committee Visit (8 Nov) Joint meeting with Destination Committee Board Meeting Strategic Focus: Business & Investment Attraction	 Destination Committee - 24 Nov Risk Committee 3 Nov Board Meeting 12 Nov Board Meeting - 24 Nov
Dec-21		CEO Report		No Board Meeting

Rolling 12-Month Work Programme

September 2021

				Coptombol 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

Chief Executive Report

Report to Board of Auckland Unlimited - 29 September 2021

1. Introduction

Key risks and issues arising this month include:

- Continued New Zealand and Australian lockdowns impacting events and visitation
- City centre degradation as a result of multiple lockdowns impacts on retail, hospitality, tourism, accommodation and arts and culture - damaging to City's reputation



Opportunities:

- Accelerate Tāmaki Makaurau Auckland's recovery through events, activities and promotion (PM: "open for summer")
- · Attract visitors from rest of New Zealand, subject to alert level changes
- S7(2)(f)(i) LGOIMA 1987
 Preparing to re-join the world safely (vaccination, testing, masks, tracing, border management, marketing)

2. Strategic Projects On Track Issues - mitigations in place At risk - action required Project1 Update Next Steps Status

Project ¹	Update	Next Steps	Status
S7(2)(f)(i) LGOIMA 1987			
Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.	Australian marketing campaign delayed until travel restrictions ease and effective to launch.	Preparation for future operating environment if/when border begins to open.	
		S7(2)(f)(i) LGOIMA 1987	
Single Stadium Operator: Responding to CCO Review recommendation.	S7(2)(f)(i), (h),(i) LGOIMA 1987		
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Developing programme. Steering Group established.	Establish programme governance and management. Consult key stakeholders.	

¹ Project plans to be completed for each project

Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.	S7(2)(f)(i),(h),(i) LGOIMA 1987		
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	Preparatory research and stocktake underway.	Sector workshop due to be held in September or October.	
AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved.	Decision on venue for AC37 deferred to allow for further due diligence on bids.	

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

3. Delivering on the Statement of Intent²

Cultural Organisations Ropū

SOI Programmes	Update
Business unit overview: Gallery, Maritime Museum, Stadiums and Zoo	 From 18 August, all venues have been closed to the public and non-essential workers. Staff from security and animal care teams at the Zoo have remained on site; others are working from home where possible. Operational planning is well advanced for Alert Level 3, focusing on recommencement of capital works including South East Asia Jungle Track at Auckland Zoo, Aotea Centre refurbishment, stadia renewal work, and commencement of the Auckland Film Studios expansion construction. Operational planning is underway to reposition our public venues for a strong opening under Alert Level 2 – working to early October. Significant work underway to reprogramme content across the business units including deferral of content at Auckland Stadiums and developing new programme dates across multiple venues. Preparation, launch and amplification of online content to engage communities while in
Auckland Art Gallery	 Rainbow Tick accreditation received, stakeholders notified, great responses. Major summer exhibition, Mary Quant, on track for November/December opening. Replanning decant of existing storage facility and move to new facility to make up lost time and ensure this is completed by December. Building heritage project preliminary investigations continuing. Publishing continuing, digital and print. 'A Prescription for Art', a new focus of our programme, will orient the gallery in wellbeing & mental health partnership initiatives for managed visits, (also in home & online programmes), tailored to frontline health workers, Māori community, carers and AU/Council staff whanau.
Auckland Zoo	 The Zoo has completed its third year of Toitū carbon zero certification. In total, the Zoo has achieved a 36% absolute reduction in greenhouse gas emissions (GHG) since establishing a base line year in 2016. Upgrades to the Galapagos tortoise habitat are now complete with the addition of a creche area for the hatchlings and the installation of a solar water heating system for the main adult ponds. Relocation of Burma and Anjalee (elephants) to Australia now delayed until March/April 2022 – primarily as a result of Covid-19 travel restrictions. Two new lions have arrived at the zoo.

² This section will be updated using the Annual Business Plan.

Maritime Museum	 Launch of the Maritime Museum's master planning in October. Percy Voss ownership delayed till October, but final lease draft received. NZMM partnered with Eke Panuku on HAUMI, the Wynyard Quarter's 10th birthday celebrations on 7th August, including steamings on SS Puke across the waterfront. I Am Island And Sea, the first exhibition in the refurbished Edmiston Gallery, is near completion with it launch delayed to the beginning on Level 2. A rework of our next two year's exhibition programme is underway. Resource Consent has been granted for the Plaza construction work onsite, and planning in well advanced to begin this under Level 3 conditions. 				
Stadiums S7(2)(f)(i),(h),(i) LGOIMA 1987	Both Mt Smart and North Harbour Stadiums have been made available to the community				
Cultural Sector Partnerships	 as Covid testing stations since the Level 4 lockdown commenced. Reconvened the Public Galleries Network and facilitating opportunities for collaboration including; vaccination opportunities for network staff, key messages for staff, health and wellbeing tools, alert response frameworks, and in due course reopening information. Wider support provided to key sector partners in sport and recreation, and cultural heritage through the Arena and Cultural Heritage groups. Consultation is underway to identify collaboration opportunities across the cultural sector. 				
Business Development	•	S7((2)(f)(i) LGG	OIMA 1987	
Property	 H&S Protocols for contractor and service providers coming back to site being finalised. Recruitment underway for key positions, including Head of Capital Projects and Project Management roles. COVID impacts on Programme being identified and mitigated to ensure budget is 				
Security	 Participating in positioning the city for reactivation and ensuring the central city is safe and welcoming for Level 2 return. Interim security reporting channel in development for all staff to use when they return to work. AUL staff will be able to text security incidents or suspicious behaviour direct to the Security Hub. Created a podcast with specific info and guidance for staff in relation to the terrorist attack at Lynn Mall. Developing conflict management training for Auckland Unlimited public facing staff before we re-open at Level 2. 				
Total Visitation ³	Actual Aug 21	Budget Aug 21	Variance	Comment	Status
Art Gallery	12,996	29,000	-55%	Auckland's move to Alert Level 4 on 18 August	
NZMM	1,872	1,958	-4%	closed the venues to the public.	
Stadiums	8,658	32,241	-73%		
Z00	22,474	46,863	-52%		
Total	46,000	110,062	-58%		

³ Includes both ticketed and non-ticketed visitation.

Arts, Entertainment and Events Rōpū

SOI Programmes	Update				
Auckland Live	activity 10 ever lockdow expecta year, ha Heading engage each Sa Educati theatre	August utilisation performing well at 83% of events against same time in 2019. Commercial activity was down in comparison attributable to the lack of international content. 10 events in August period impacted by August lockdown with 6 of those postponing. As lockdown time extends, the range of projects now needing to reschedule and client expectation looking to see those reschedules happen in our venues before end of calendar year, has put considerable pressure on diary and resources to enable all those events. Heading into lockdown Auckland Live called upon new digital initiatives to support audience engagement and outreach. Auckland Live Pick & Mix programme has been delivered online each Saturday morning replicating the standard in-venue experience and Auckland Live Education kits were refreshed for new digital recording of New Zealand contemporary theatre shows and went on sale for schools to access performing arts focused learning content across the country to support meeting curriculum requirements			
Auckland Conventions	per wee historica • Enquirie building wedding • Event re	 per week. The domestic market had picked up to pre-COVID enquiry volume, following a historically quieter July. Enquiries dropped off rapidly in the first week of the return to Alert Level 4 but are slowly building back up. These are mainly for longer lead business, or social events such as weddings and end of year functions. 			
Major Events	Superca schedul	e		ovember 2021 event and currently working on 202	22
Business Events	 S7(2)(f)(i),(h),(i) LGOIMA 1987 Confirmation of four wins were received throughout August with events confirming for Auckland from September 2022 through December 2024, expected to generate 50,660 visitor nights from a total of 8030 attendees. The total impact value of these events is estimated at \$40.8m. 16 international conference bids in progress for 2022 through 2028 with three of these bids new in the month of August. 				
KPIs	Actual YTD	Budget YTD	Variance	Comment	Status
	*	100			
Number of Events	154	169	-15	Uncertainty over lockdown levels and timing	
Total Attorday	470.050	110 000	E0 505	S7(2)(f)(i) LGOIMA 1987	
Total Attendance	170,858	118,293	52,565	Uncertainty over lockdown levels and timing	

Investment and Industry Ropū

SOI Programmes	Update
Investment Attraction	 AFS expansion build, scheduled to start 30 August delayed due to Covid, currently replanning for revised start date of 4 October (depending on level 3 changes). Ongoing work to ensure project build is efficient.
Business Innovation and Support	 GridAKL/Madden St welcomed innovative engineering company Holmes Consulting into Level 5, vacated by Online Republic. HP moved into Level 3 with 30 x "Flexi desks" shared among 63 staff. Henderson Creative Precinct briefing to Henderson-Massey Local Board meeting (14 Sep) and two successful industry workshops to develop hub concept. PWC preparing 'Precinct' synopsis to market test before developing full business case. Projects - Xlabs 2 and From Ground Up - contracts and MOUs signed, supporting Circular Economy and innovation. Alert Level 4 has not seen high demand on RBP as no specific funding provided and tourism operators largely working with providers after receiving funding in last 3 months; regular newsletter updates to business database during level 4. Working with Major Events for GameTan to be featured on the livery for Auckland Unlimited's Australian Supercar e-racing team for September 22 round. GameTan are an organisation that promote digital capability for tamariki and rangatahi in South Auckland, especially for Māori and Pasifika.
	S7(2)(f)(i),(h),(i) LGOIMA 1987
Skills and Workforce	 Covid-19 and impact on youth research is underway and will provide an insight report on how the previous 18 months has impacted the youth workforce.
S7(2)(f)(i),(j)	
LGOIMA 1987	
Tourism	 A tourism marketing webinar was held with approx. 80 businesses in attendance. The webinar outlined AUL's destination marketing plans, an update on the regional destination management plans and avenues for support for businesses. The intention is to repeat these webinars every two months. Regional Destination Management plans for Waiheke Island and Aotea Great Barrier Island are in the final stages of consultation. Final reports are due to be completed by November. The Go with Tourism Workforce Wānanga: will bring together the Tourism & Hospitality industry, associations, educators, unions, local and central government to develop solutions for futureproofing the workforce. It will take place in Auckland on 17 & 18 November at The Cloud.

International Education	new pa	ırtnership wit	S7(2)(f)(inched a campaign to select 25 Auckland student ambassado h Education NZ. Student Ambassadors aged 16 years+ will veliver targeted student activities, experiences and events in	work with
Low Carbon Economy and Climate Response		nissions inver NREDUCE ce	ntory for Auckland Unlimited has been audited - awaiting veri ertification.	fication of
KPIs	Last month	This month	Comment	Status
RBP R&D Grants	4	17	Project Funding has tightened up due to high demand and finite fund size.	
RBP Business Capability/Tourism Transition Funding	\$792,174	\$460,764	Note: Management Capability Fund is primary available and requires cofounding. Demand has dropped accordingly	
RBP Māori/ Pasifika businesses	40/23	25/23	Note: Self-identified	

Māori Outcomes Rōpū

SOI Programmes	Update
Te Matatini S7(2)(f)(i) LGOIMA 1987	• Te Matatini business case was presented to the Māori Outcomes Steering Group on 18 August and approved The project team has now been established, with clear workstreams and deliverables and a signed sponsorship agreement outlining Council and Auckland Unlimited's contribution (financial and inkind) to this premier event, Mana Whenua engagement for event deliverables will take place during Q2. Options for deferment, changes in venue have been canvassed to respond to any Covid level changes in February 2022. The event will not be cancelled but postponed to April and remain in Tāmaki Makaurau.
Tāmaki Herenga Waka Festival 2022	• The M\u00e4ori Outcomes Director met with the Mana Whenua Forum in August regarding delivery of the T\u00e4maki Herenga Waka Festival 2022 event and strategy post-2022. The Head of Business and Major Events and Manager Event Production was also present. The recommendation to defer the festival to 2023 was approved by the Forum. Next steps are to hold a workshop with Mana Whenua in early Q2 (COVID lockdown dependent) to work through what potential the governance and delivery aspirations and mechanisms are for future delivery in partnership.
Māori Outcomes Programmes	 The Toi Tū Toi Ora exhibition programme is complete. Preparations continue to hold the symposium before June 2022. A new Head of Kaupapa Māori is in the process of being appointed. An acquittal document is being reviewed for reporting to Council as part of it's \$1.6m investment and to highlight what was achieved to the 100+ artists and trusts who exhibited. An independent evaluation of the employment pilot of 8 Kaiarahi is now complete and with the Gallery and Māori Outcomes Director to review. A week-long programme of events was run for Te Wiki o Te Reo Māori, which ran from 13-17 September. Engagement was high and feedback has been very positive. Ongoing organisational Māori capability development will be carried out as part of the Māori Outcomes Plan The bilingual wayfinding and signage project continues in Aotea Centre, the Civic and Town Hall. Continuing this programme onto other assets will depend on the financial position of the Māori Outcomes Fund.
AUL Māori Outcomes Plan	The Māori Outcomes Plan will be submitted to the Board for approval at the October meeting.

	S7(2)(f)(i) LGOIMA 1987
Whāriki Māori Business Network	First meeting with Board Chair of the network, Whāriki are seeking to submit a business case to AUL for 2+ years of funding, this will require further consideration, given the previous source of funding from Council's Māori Outcomes Fund is not available this financial year.
Economic Development	 A series of 1:1 meetings with rangatira of Mana Whenua commenced between the Māori Outcomes Director, 4 have been held so far. Discussions are identifying aspirations, opportunities and challenges from an iwi perspective to inform the Māori Outcomes approach to economic development.

4. Corporate

Marketing and Communications

Workstreams	Update
Brand	 The new Auckland Council Group (ACG) brand guidelines were approved at the CCO Oversight Committee in August. The new guidelines are to increase attribution to the "pohutukawa" and are being rolled-out in our mahi going forward. Tāmaki Makaurau Place Brand presented to public galleries network to encourage and enable the wider cultural sector to be part of the destination narrative.
Marketing S7(2)(f)(i) LGOIMA 1987	 campaign development continues in anticipation of Auckland being in L2 by October, Labour Weekend being the most likely next domestic travel window. Calling locals to support their region and the city centre is also a destination marketing priority. Marketing for Diwali is well advanced including, the online participation programme if the festival needs to progress virtually due to the pandemic. Marketing and communications support for Māori Outcomes has continued including for Te Wiki o te Reo Māori and Te Matatini. Marketing and communications plans are underway for the October school holiday programme, re-activating the city prior to Christmas and Auckland Live Summer in the Square. NZIFF announced the first six films from the 2021 programme, four of which will screen at The Civic.
Communications	 The internal communications plan has been agreed by ELT and is being implemented including regular weekly CE communications, Ako intranet stories and project Tuia communications. IMT communications are ongoing including preparation for level 3 and level 2 (scanning, mask-wearing, venue signage, etc). Communications released for the cultural festivals, including Diwali 2021, Lantern (new venue for 2022) and Pasifika (confirmed dates for 2022). Communications plan to support registrations for APEC CEO Summit event complete.
Media	 Key media themes for August relating to Auckland Unlimited's work included coverage of: Amazon Studios announcing its series based on The Lord Of The Rings will move to the UK; expansion of Auckland Film Studios; the impact of an ongoing Level 4 lockdown; the Pacific Skills Initiative; and the inclusion of Team Tāmaki Makaurau in the Supercars E- series.
LGOIMAS	The full <u>LGOIMA Register Report</u> can be found in the Resource Centre.

S7(2)(f)(i) LGOIMA 1987					
KPIs	Last month	This month	Comment	Status	
Page views of brand home	1,772	16,156	The large number of Brand home page views in August was due to a paid social media ad campaign		
Download of brand assets	1,516	1,254			
Pieces of AUL media coverage	NA	208	This coverage had a cumulative potential reach of 347,891		
% neutral/positive/ negative coverage	NA	78%/19% /4%	people and an advertising spend value of NZD \$243,330.		

People

Workstreams	Update					
Wellbeing	• First gr In pers availab • The Permonito	 Lockdown has all staff working from home except the Security function and a skeleton team at the Zoo. First group of 20 people leaders were registered for the Mental Health First Aid workshop. In person sessions postponed until lockdown restrictions permit, online sessions are available now. The People Team and the Risk, Safety and Assurance Team are collaborating on monitoring and managing wellbeing for our people until the People restructure is confirmed and the team moves across from the CFCSO 				
Recruitment	of Kaup comme • Executi • New Pe team s Transfo Operati	 Interviews- have been booked for the advertised roles in the Māori Outcomes Rōpū, (Head of Kaupapa Māori – Auckland Art Gallery, Advisor Kaupapa Māori – Auckland Zoo) and will commence when COVID level restrictions permit in person meetings. Executive EA change process completed, and appointments have been confirmed. New People structure, excluding H&S have been confirmed. New capability added to the team structure is; Organisation Development, called People Experience and the Transformation team responsible for structural change, People PMO and the People Operations, including reporting, data analysis and workforce planning functionality. The latter is a temporary function matching the Change & Transformation division's timeframes 				
Remuneration	AND THE RESERVE OF THE PERSON NAMED IN					
Metrics	July	August	Comment	Status		
Engagement (Officevibe)	6.9	7.0				
Participation in Officevibe	69%	67%				

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

Health and Safety

Workstreams	Update
H&S Committees	 In August Auckland Art Gallery, Auckland Zoo, NZ Maritime Museum, Stadiums and the Vic Street and Hubs held H&S committee meetings. With the finalisation of Tuia and a return to
	Alert Level 2, the Health and Safety team will continue to work with the Ropū to determine

	the structure of the committees moving forward as best to reflect the restructured organisation.							
Policy & Process	The H&S Advisors continue to work on reviewing all H&S policies/procedures/guidelines for the new Auckland Unlimited organization within the current COVID-19 alert level restrictions providing support to the IMT as required.							
Safe 365	The H&S Advisors continue to work with the Rōpū/Cultural organisations on ways to continuously develop the safety culture and achieve better standards of H&S identified by the Safe365 audits. There will need to be a "re-set" of the baselines to align to the new Rōpū as the new structures are confirmed. The next Safe365 report will be presented to the Risk Committee and Board at the end of Q2.							
Recruitment	 Recruitment is underway to replace one of the two vacant Senior Health and Safety Advisor roles. The other vacancy is being held open until the outcome of the People Rōpū restructure is confirmed. 							
Resource Centre Reports	The full <u>Health and Safety Report</u> can be found in the Resource Centre. .							
Incidents	Last month	Comment						
Minor staff incidents	4	4	3 minor staff and 1 contractor incidents. Alert Level 4 started					
Lost time incidents	0	from 18 August meaning visitation was only 62,808 for the Trust venues.						

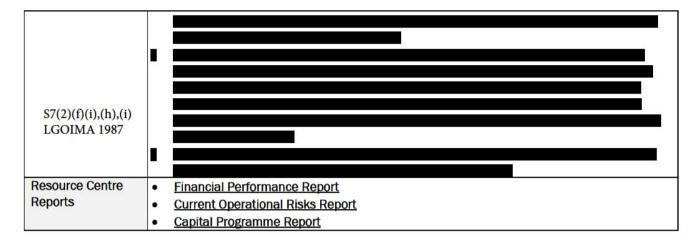
Digital

Workstreams	Update
Cybersecurity Strategy and Governance	 Good progress continues to be made with progressing items on the Cybersecurity Programme, including the implementation of Password Management, device hardening and most significantly the reduction in Domain Admin account from 66 to 8. We are also working to define our organisational threat landscape and establishing agreed alert levels. With the engagement of DEFEND as our Cybersecurity Office, we have formally adopted a Cybersecurity Framework for our controls and moved from a COBIT CMMI 5-point scale to a more commonly used ISO27001 3-point scale. This does not change the current effectiveness; it changes the reporting, and the overall focus is still to achieve 3 across the board and attain an effective rating for all the key controls in the framework. Cybersecurity awareness training has been piloted with the Digital Team and will be rolled out to all areas of the organisation supported by former RFA technology (we cannot implement it on Council infrastructure). This is a critical piece of our cyber defences as 80% of attacks result from the actions taken by staff, and recent behaviour would indicate our staff do not have a good understanding.
Shared Services (with Transformation)	
S7(2)(f)(i) LGOIMA 1987	The Teams adoption project which will enable better collaboration across the business has been signed off and is kicking off but is reliant on Council ICT to be able to deliver what is required. Meeting with the Cultural Organisations lead team again highlighted the issues that they continually face to operate effectively within this hybrid system landscape.
COVID impact	 There is limited impact to the team other than for the Infrastructure team pivoting from physical works (replacing switches etc) to compliance work. We have however implemented a much more cautious approach to change to ensure that we further mitigate any risk of disruption when the workforce is remote and fully reliant on technology to work effectively.

Digital Roadmap	 The Digital Roadmap is being aligned with priority projects identified through the PMO, with governance and funding yet to be finalised. Work continues to gain a better understanding of the former ATEED's system landscape and pain points especially around the web stack and CRM, to understand the urgency of platform rationalisation. 						
Digital Auckland (with Marketing)	resear invent • This w	research, developing customer personas and journey mapping, along with virtual and inventive ideation sessions held with staff from across the business.					
Connected Commerce	addition Quant Further Progra	additional capacity being added to ensure that we meet the go live date ahead of the Mary Quant exhibition.					
KPIs	Actual	Target	Comment	Status			
Cybersecurity posture	1.3	NIST score recalibrated from COBIT 5-point scale to ISO27001 (see note in Appendix)					
'Lights on'	99.87%	9.87% 99.9% Measurement – availability of all systems.					
Customer services	15.2 days	10 days Measurement – average ticket turnaround time					
Project delivery	60%	85%	Measurement - on time and within budget.				

Finance and Corporate Services

Workstreams	Update
Finance	 August financial performance broadly in line with budget. Revenue shortfalls in the Cultural Organisations and Arts, Entertainment and Events offset by cost savings. S7(2)(f)(i) LGOIMA 1987 Estimates of impact of 3 lockdown scenarios provided to Auckland Council
Risk	Risk workshop delayed due to lockdown.
Planning	 FY22 Business Plan being completed. Auckland Council have commenced its FY23 Annual Plan process. Refer separate report to the Board.
Reporting	 Final RFA Trust accounts and Annual Report reviewed at Risk Committee and proposed for adoption at out of cycle September 24 Board Meeting. Final AUL accounts and Annual Report completion delayed until October due to Audit NZ delay. No start date for audit yet advised.
Procurement	 Single cross organisation procurement process plan completed. ICT work tracking to plan and implementation on course for October.
Organisation Design	• S7(2)(f)(i) LGOIMA 1987
AFS Property Review	In process.



5. Transformation Programme

Key Workstreams (Q1/Q2)	Update	Next Steps	Status
Programme Development	121 current or planned projects/initiatives reviewed and prioritised with full ELT. Categorised as strategic, core (BAU) or transformational. Decision reached on status: Accelerate, Maintain and plan, Hold or Cancel.	3 sets of criteria developed based on Covid-19 impact, operational benefit to AUL and financial impact (cost saving or revenue generating). The criteria being applied to define prioritisation level for planning delivery in the next 12 months.	
AUL KPI dashboard	KPI dashboard has been taken over Finance and Corporate Services	ELT working on next iteration	
Ways of working	Drafted an organisation-wide business planning process including business rules for prioritisation of projects whether BAU, Transformational or Strategic.	Streamlining the way to access central resources in a planned and an efficient way that allows time for heavily in demand teams (ICT, Brand, Marketing, Digital, Communications) to prioritise and deliver work for the ropū.	
	Auckland Unlimited Teams adoption programme to enable new Target Operating Model and Ways of Working scoped and agreed by ELT.	We plan to re-scope with some work- arounds. Not ideal and likely to increase cost to deliver against original budget.	
	Requires limited support from Council ICT. Informed this week Council ICT cannot support this key initiative until completion of Deloitte review of future state ICT between the 2 parties.	Still targeting to have the work completed by Christmas.	

TOM people structure changes	Current lockdowns and uncertainties have pushed out the timelines of our org design work. Change & Transformation structure for next 12 months defined, costed and agreed.	Change & Transformation onboarding next week critical resource to support key strategic project: content driven city wide programming. Planned start 27 September. Remainder of the agreed C&T team will go through internal and external search process over the next 4 weeks.	
Accommodation.		Analyse office occupancy rates once we move back into level 2 S7(2)(f)(i) LGOIMA 1987	
РМО	PMO structure and resourcing defined and agreed for next 12 months Projects that will require PMO support or full ownership and oversight from the PMO identified. PMO process to manage and resource project drafted including enablement deploying existing software tooling available in AUL	Short term pilot until Christmas to test the process and methodology before migration to MS Project online best practice project management tool	
Other	Project Tuia programme hub location identified. on level 7 behind Board room.	Set up is on hold until we can return into Vic Street office under level 2. Configuration of the hub is part of the Victoria Street revised layout to accommodate further staff	

Appendix

Note to explain the recalibration of the Cybersecurity KPI calculation

Auckland Unlimited originally deployed a COBIT based 5-point scale aligned to CMMI (Non-Existent, Adhoc, Repeatable, Defined, Measured, Optimised) on the back of the Unisphere assessment. Using this scale, a risk appetite level of 3.1 was agreed to achieve an acceptable level for Auckland Unlimited. The problem with this scale is that it establishes an unattainable level of perfection and must be qualified and explained to a leadership team. Measured and Optimised are targets which Auckland Unlimited and most organisations should never aim for as it would introduce considerable cost and overhead.

DEFEND tends to not use this scale as it gives the impression that security is not something that can ever be addressed and will always be in the red. We therefore use the ISO27001 aligned scoring of:

Non-Existent

Deployed - Ineffective

Deployed - Partially Effective (i.e., major findings)

Deployed - Effective (can still have minor findings)

If this scale is used, then the reporting is more positive and aligned around achieving a consistent level of effectiveness. This requires an acknowledgement the security investment can't stop when a control is effective as the threat landscape is always changing and any control needs continuous improvement and investment.

The focus therefore changes from trying to attain a target score within a risk appetite to achieving a balanced investment that focuses on compliance, risk management and improved cyber resilience. The prioritisation and focus are guided by an understanding of the threats facing the organisation and the impact/consequence of the likely scenarios. Rather than a score then the conversation becomes one around reviewing those scenarios and how the organisation would accept and respond to them.

For Auckland Unlimited we have taken the findings from the original Unisphere assessment, added our own observations and any additional input and created a framework based on the 0 (non-existent) – 3 (effective) scale. The goal therefore is still to achieve 3 across the board but the priority and focus will be on improving the controls that will have the most impact of reducing Auckland Unlimited exposure to threats.

Auckland Unlimited – Financials

For the period ending 31 August 2021

Consolidated Auckland Unlimited Financials



Direct operating performance

(\$ million)		FY21		FY22 YTD		FY22
	Notes	Actual	Actual	Adjusted Budget	Variance	SOI Budget
Net direct expenditure	Α	86.8	19.8	20.7	0.9	107.8
Direct revenue	В	81.7	11.9	12.8	(0.9)	88.0
Fees & user charges		24.3	4.8	5.3	(0.5)	39.5
Operating grants and subsidies		27.1	2.0	2.1	(0.1)	16.8
Other direct revenue		30.3	5.1	5.4	(0.3)	31.7
Direct expenditure	С	168.5	31.7	33.5	1.8	195.8
Employee benefits		75.3	14.1	14.2	0.1	80.8
Grants, contributions & sponsorship		9.2	1.5	1.4	(0.1)	12.6
Other direct expenditure		84.0	16.1	17.9	1.8	102.4
Other key operating lines						
AC operating funding		96.0	20.1	20.6	0.5	107.8
AC capital funding	D	46.4	4.4	10.8	6.4	56.7
Working Capital Fund repayment		-	(0.2)	0.0	0.2	0.0
Capital Grants paid to RFA Partners		1.1	0.0	0.0	0.0	0.0
Living wage payment		0.5	0.0	0.0	0.0	0.0
Depreciation		39.0	6.3	7.4	1.1	45.7
Donated Artworks		2.2	0.1	0.0	0.1	0.0
Net interest revenue (expense)		0.2	0.0	0.0	0.0	(0.1)



Financial Commentary

- A: The favourable variance is due to changes in the timing of expenditure being offset by an adverse revenue result.
- **B:** Direct Revenue is adverse due to a reduction in visitor and event revenues as a result of the COVID lockdown.
- **C:** Direct expenditure is favourable due to: changes in programme timing as a result of Trans-Tasman border restrictions and resurgence of COVID domestically: delays in implementation of the organisational design below tier 2 levels: and, cost controls during lockdown.
- **D:** The capital programme is below budget with significant programmes in the planning stage and the COVID lockdown stopping work.

Outlook:

The COVID risk signalled previously has come to fruition impacting revenue in August and will have further impact over the months to come as Auckland moves through Levels 3, 2 and 1.

Level 2 is most difficult for Auckland Unlimited due to the extent that restrictions will have on operations and potential venue and visitor revenues. No wage subsidy is available in Level 2 to assist in offsetting revenue shortfalls.

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

Due to the uncertainty a major tenant of Mt Smart Stadium have published their intent to base themselves in Queensland which will impact on stadiums budgeted revenue.

Also, potential domestic lockdowns and border restrictions place risk on the schedules for touring events.