# Board Meeting Agenda (Public)





#### 9.00 a.m. Wednesday 30 March 2022

Waihorotiu Room, L4 Aotea Centre, Auckland

Item	Subject	Action	Trust/Co.	Start Time	Duration	
PROC	PROCEDURAL					
1	Agenda and Apologies	To Note	T&C	9.00 a.m.	5 mins	
2	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C			
3	Public Minutes 23 February 2022	To Approve	T & C			
CE RE	PORT AND PERFORMANCE REPORTING					
4	CE Report, Nick Hill  1. Financial Performance Report 2. Mana Whenua Forum Report <sup>1</sup> 3. Current Operational Risks (RC) <sup>1</sup> 4. Health and Safety Report (RC) <sup>1</sup> 5. Capital Programme (RC) <sup>1</sup>	To Note	T&C	9.05 a.m.	55 mins	
BOAR	D TRAINING					
5	Māori Competency Training, Dr Jim Mather - Mather Solutions and Helen te Hira	Training	T&C	10.00 a.m.	3 hours	
Lunch				1.00 p.m.	30 mins	
SIGNII	FICANT STRATEGIC MATTERS					
6	FY23 Annual Plan, Nick Hill <sup>2</sup>	To Discuss	T & C	1.30 p.m.	1 hour	
7	Draft 2022 -2025 Auckland Unlimited Statement of Intent, Nick Hill, Christine Begbie and James Robinson <sup>2</sup>	To Approve	T&C			
OPER	OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
8	Go With Tourism, Pam Ford <sup>3</sup>	To Approve	С	2.30 p.m.	40 mins	
9	Board Committees, Nick Hill <sup>1</sup>	To Approve	T & C			
10	Highbrook Film Studio, Pam Ford <sup>2</sup>	To Note	С			
11	Cybersecurity Readiness, Mandy Kennedy <sup>1</sup>	To Note	T&C			

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

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

<sup>&</sup>lt;sup>3</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

# **Board Meeting** Agenda (Public)





Item	Subject	Action	Trust/Co.	Start Time	Duration
AUCK	AUCKLAND ART GALLERY ADVISORY COMMITTEE				
12	Board and Auckland Art Gallery Advisory Committee Meeting:			3.10 p.m.	1 hour
	1. Introductions				
	Appointment of Māori representative to Advisory Committee <sup>4</sup>	To Approve	Т		
	3. Exhibition Business Case <sup>5</sup>	To Approve	Т		
	Close of Meeting			4.10 p.m.	
	Board and Auckland Art Gallery Advisory Committee – Afternoon Tea			4.15 p.m.	

<sup>&</sup>lt;sup>4</sup> S7(2)(f)(i) LGOIMA 1987 <sup>5</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987

# Board Meeting Agenda (Public)



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

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

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
  - (i) would disclose a trade secret; or
  - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
  - (i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
  - (ii) would be likely otherwise to damage the public interest; or
- (d) avoid prejudice to measures protecting the health or safety of members of the public; or
- (e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
- (f) maintain the effective conduct of public affairs through—
  - (i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom section 2(5) applies, in the course of their duty; or
  - (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or
  - (g) maintain legal professional privilege; or
  - (h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
  - 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 South Island Limited (Director) Stevenson Group Limited (Director) Drury South Limited (Director) Stevenson Agriculture Limited (Director) Auckland Regional Chamber of Commerce & Industry Limited (Director) Lochinver Station Limited (Director) Oteha Valley Investments Limited (Director) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director) Allied Farmers Limited (Chair/Director)		
Jennah Wootten	Deputy Chair	<ul> <li>Cricket 2021 Limited (Director)</li> <li>Generate Global (Director and Shareholder)</li> </ul>	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)     Auckland War Memorial Museum Trust Board (Trustee)		<ul> <li>Following the voluntary liquidation and dissolution of the Auckland Show Grounds (comprising the EMA and A &amp; P Society) Cornwall Park has appointed a new 12-month operator pending a review of the best use of the site and assets.</li> <li>The ARAFB provides operating funding to some entities who occupy and perform in AU facilities.</li> <li>Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.</li> </ul>
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)     Microgem International Plc (Shareholder)		
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. Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Auckland Unlimited consultant). Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	Tahu Hikuroa Foundatino (Chair)  New Zealand Māori Tourism Society (Deputy Chair)  School of Indigenous Studies Limited (Director)  Whanau Mārama Parenting Limited (Director)  Korowai Hikuroa Consulting Limited (Director and Shareholder)  Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder)  Ngati Ruanui Tahua Limited (Shareholder)  Ngati Ruanui Fishing Limited (Shareholder)  Ngā Whaotapu (Trustee)	Registered Celebrants of Aotearoa (Member)     Microsoft New Zealand Limited (Channel Sales Manager – Global Partner Solutions)	

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March 2022

Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-22		CEO Report		<ul> <li>Destination Committee – 24 Jan</li> <li>Board Meeting – 26 Jan</li> </ul>
Feb-22	<ul> <li>Financial reporting for the ½ Year ended 31 December 2021</li> <li>Q2 Performance Report</li> <li>Q2 Risk Report to Council</li> </ul>	CEO Report     Board Evaluation	Board Strategy Day – 11 Feb	<ul> <li>Risk Committee (½Y Acts) – 1 Feb</li> <li>Board Meeting (½Y Acts.) – 11 Feb</li> <li>Board Meeting – 23 Feb</li> </ul>
Mar-22	Annual Plan FY22/23     Draft 2022 -2025 Statement of Intent	CEO Report	Joint Board and Auckland Art Gallery Advisory Committee Meeting (30 March)	<ul> <li>Capital Projects Committee – 22 March</li> <li>Destination Committee – 23 March</li> <li>Board Meeting – 30 March</li> </ul>
Apr-22	Q3 Performance Report     Q3 Risk Report to Council	CEO Report	Board and FIFA Auckland Women's World Cup management meeting (27 April)	Risk Committee – 20 April     Board Meeting – 27 April
May-22	Council CCO Oversight     Committee visit to Auckland     Unlimited (1 of 2) – 10 May	CEO Report     Annual insurance renewal     Auditor engagement and fees FY22-24	Board Meeting Strategic Focus: Investment and Industry	Destination Committee – 18 May     Board Meeting – 25 May
Jun-22	Recommendation for board members for MOTAT Boards	CEO Report	Board Meeting Strategic Focus: Arts, Entertainment and Events	Capital Projects Committee – 2 June     Board Meeting – 29 June



# Rolling 12-Month Work Programme

March 2022

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-22	<ul> <li>Public Board meeting to consider shareholder feedback on SOI</li> <li>Draft 2022 -2025 SOI</li> <li>Financial reporting for the year ended 30 June 2022</li> <li>Q4 Risk Report to Council</li> </ul>	CEO Report	Joint Board and Destination Committee meeting (27 July)	<ul> <li>Risk Committee – 25 July</li> <li>Destination Committee – 27 July</li> <li>Board Meeting – 27 July</li> </ul>
Aug-22	Q4 Performance Report	CEO Report		Capital Projects Committee – 23 August     Board Meeting – 31 August
Sep-22	Trust Annual Report	CEO Report		<ul> <li>Risk Committee – 12 Sep (Annual Report)</li> <li>Destination Committee – 21 Sep</li> <li>Board Meeting – 28 Sep</li> </ul>
Oct-22	<ul> <li>Q1 Performance Report</li> <li>Public Board meeting to SOI performance for Year Ended 30 June 2022</li> </ul>	CEO Report		Risk Committee – 17 Oct     Board Meeting – 26 Oct
Nov-22	Company Annual Report     Q1 Risk Report to Council	CEO Report	Joint Board and Destination Committee meeting (30 November)	Capital Projects Committee – 22 Nov     Destination Committee – 30 Nov     Board Meeting – 30 Nov
Dec-22		CEO Report		No Board Meeting



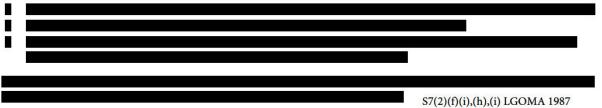
## **Chief Executive Report**

Report to Board of Auckland Unlimited - 30 March 2022

#### 1. Introduction

Key high-lights and issues this month:

- The further easing of border and public health restrictions is positive for all aspects of AUL's business and adds impetus to tourism recovery planning and reconnecting with the rest of the world. We are developing a 12-month roadmap of activity.
- A concerted effort is being made across the Council Group working with key businesses to address the challenges in the City Centre. AUL has an important role leading work on an "economic" workstream.
- The Koi Tu report was released on Wednesday this week.
- The Council Group faces significant fiscal challenges as a result of COVID border and public health restrictions
  and forecast cost increases. This creates uncertainty and challenges for AUL's business planning and the
  completion of an SOI.



#### 2. Strategic Projects





Issues - mitigations in place



At risk - action required

Project	Update	Next Steps	Status
Screen Revenue: Generating activity to address the lease revenue shortfall left by the withdrawal of the Amazon Studios TV production.	Industry concerns about Council's requirement to gain resource consent to film on Sites and Places of Significance to Mana Whenua. An additional 15 sites were added in March. This issue is a risk to Auckland's reputation as a great place for screen production. There has been an increase in enquiries since border opening announcement.	Leading work with mana whenua and industry to identify solutions.  S7(2)(f)(i),(h),(j) LGOMA 1987	
Reimagining Tāmaki Makaurau Auckland: A 50- year vision for Auckland – led by Koi Tū.	Key partner, sector, government, media and staff briefings have been conducted.	Koi Tū final report released on 23 March. Report will form the basis of the Auckland Future Now Summit on 24 May.	

<sup>1 |</sup> Chief Executive Report





#### S7(2)(f)(i) LGOMA 1987

Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.		Refresh AUL 'reopening to the world strategy' based on new border settings and dates.	
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.	Council has confirmed an appeal of the APTR decision to the Supreme Court	Explore a future regional tourism funding model with industry leaders in Q3 2021/22.	
Single Stadium Operator: Responding to CCO Review recommendation. S7(2)(f)(i),(h),(i) LGOMA 1987		Identified as a priority in the Letter of Expectation for 2022/23.	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	Team reviewing short win opportunities due to limited financial resourcing.	S7(2)(f)(i) LGOMA 1987	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.	S7(2)(f)(i) LGOMA 1987		
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	1 <sup>st</sup> Hui held in early March for sector leaders	Work and issues identified to be discussed with Board at future board meeting.	
AC 37: Retention of AC37 in Auckland.	Venue for AC37 remains unresolved.	Decision on venue for AC37 due at the end of the month	

## 3. Delivering on the Statement of Intent

#### Cultural Organisations Ropū

SOI Programmes	Update
Cultural Organisations Overview	<ul> <li>Improving outlook for arts and cultural sector, with reopening of borders and rebooking of events.</li> <li>Capacity constraints associated with distancing requirements, ongoing requirement for pre-booking and booked member 'no shows' are limiting visitor numbers at the zoo</li> </ul>
S7(2)(f)(i) LGOMA 19	87
Auckland Art Gallery	<ul> <li>Mary Quant received strong marketing and media attention and excellent visitor feedback and will hit 56% of projected visitation and over 22K visitors. On the strength of the exhibition and broader programme, the gallery has attracted significantly higher foot-traffic than that experienced in the Auckland CBD.</li> </ul>
	<ul> <li>Korean-New Zealand artist Yona Lee exhibition was launched, with supporters including the Contemporary Benefactors and the Asia New Zealand Foundation.</li> <li>The first exhibition by Curator Pacific Art Ane Tonga; Declaration: A Pacific Feminist Agenda, was opened on 24 March by the Minister for the Arts Hon. Carmel Sepoloni. Icons of the Christian Orthodox World also in construction phase and works arriving from lenders. Free e-publication is also in-production.</li> </ul>

<sup>2 |</sup> Chief Executive Report



	<ul> <li>Gilbert and George: The Auckland Tamaki Makaurau Exhibition was delayed leaving London due to the global shortage of shipping crates and will open a couple of weeks later than planned, the date depending on the access through the port in Auckland.</li> <li>FLOX off-site collection store is experiencing delays in resolving shelving and racking due to covid interruptions of supplies and labour. As such, there will be an extended moratorium on loans due to an inability to access the collection.</li> <li>Heritage Restoration Project planning is progressing well and solutions for the relocation of the conservation department are underway. Artist Graeme Tipene is being engaged to provide artwork design for the shrink wrap of the building.</li> </ul>
S7(2)(f)(i) LGOMA 19	87
Auckland Zoo	<ul> <li>Anjalee, the younger of the zoo's two elephants, was successfully relocated to Taronga Western Plains Zoo, Dubbo, in early March. Burma, the second elephant will be moved to her new home at Australia Zoo in late April.</li> <li>The first animal residents of the Swamp Forest tropical dome have arrived. Approximately 800 fish of four different Southeast Asian species are in quarantine in the dedicated 'fish room' adjoining the dome and will be joined over coming months by several thousand more.</li> <li>ZAA have awarded the zoo the role of coordinating the regional managed breeding programme for white rhino.</li> <li>Two female kea have joined three resident male kea. The larger group are getting along well and providing an engaging experience for visitors.</li> <li>The first ever barn owl has been successfully hatched and hand reared. This young animal will be an exciting addition to the free flight displays out in the Zoo in the coming months.</li> <li>Work on the Southeast Asia Jungle Track project and associated major infrastructure works have continued, but progress has been slowed because by lack of subcontractor availability and material supplies from the growing effects of Omicron. In February, formal containment approval was issued by the Ministry for Primary Industries for the tiger back of house and the adjacent outdoor habitats. Despite the increased impacts of Omicron, the forecast project costs remain on budget with overall construction completion programmed for April 2022.</li> </ul>
\$7(2)(f)(i) LGOMA 198	<ul> <li>With the impact of Omicron on the community, the Zoo has designed and adopted a mixed method approach to its Conservation Learning programme for Term 1. Onsite visits are still available for all ages, but the number of schools taking up this offer is still low. There are also a range of virtual conservation learning sessions on offer to schools that are currently unable to visit and for those outside the region:         https://www.aucklandzoo.co.nz/visit/virtual-education-sessions</li></ul>
Auckland Stadiums	<ul> <li>Super Rugby is providing a level of sports event content with North Harbour Stadium hosting the re-scheduled Blues game against the Highlanders on 11 March. Mount Smart is hosting Moana Pasifika's first home game on 25 March.</li> </ul>

<sup>3 |</sup> Chief Executive Report



	In early March, Frontier Touring announced the Foo Fighters concert at Western Springs for 17 December. Ticket sales commenced 8 March  S7(2)(f)(i),(h),(i) LGOMA 1987  S7(2)(f)(i),(h),(i) LGOMA 1987
	<ul> <li>The Summer at the Stadium programme of events funded through the Local Activation Programme Fund commenced at Mt Smart in February. To date, three drive-in movies have been delivered in the Supertop carpark area and two Kid's Flicks have been screened in Lilyworld.</li> </ul>
New Zealand Maritime Museum	<ul> <li>NZMM Masterplan project has moved onto an iwi stakeholder engagement and consultation phase with two sessions planned with iwi representatives via the Kaitiaki Forum to be held in March. In addition, work is continuing with staff around museum specific issues such as collection management, gallery refurbishment etc.</li> <li>The new Plaza space is now complete – this signals the end of the museum entrance refurbishment project and has resulted in an improved visitor amenity and several new spaces.</li> <li>With the end of the school holidays, and generally low numbers in the CBD, museum visitation has fallen compared to earlier months however numbers have been steady supported by the voucher programme.</li> <li>School visits have resumed and continue to attract high levels of interest but have been affected by the Omicron outbreak with many cancellations/reschedules.</li> <li>The funding application for the third year of the Collection Digitisation project has been lodged with the Lotteries Commission. The Online Collection Hub continues to expand and can be accessed here - <a href="https://collection.maritimemuseum.co.nz/explore">https://collection.maritimemuseum.co.nz/explore</a></li> <li>With funding from the NZMM Foundation the museum has commissioned a feasibility study into an ongoing Wooden Boats Festival for Auckland, with the study due to be</li> </ul>
	completed in the first quarter.
Partnerships	
S7(2)(f)(i),(g),(h),(i LGOMA 1987	
Property	<ul> <li>Capital spend for February was the highest to date in FY22 at \$7.5m and reflective of strong progress at The Auckland Film Studios and the shift into the construction phases</li> </ul>
	<ul> <li>of many of our renewal projects.</li> <li>The move to Victoria Street from 191 Queen Street is now complete.</li> </ul>
	Other key milestones, not covered by the Business Brand updates, include issue of Practical Completion for the new Hybrid Training field at Mount Smart and the commencement of works at the VEC for the replacement of the HVAC system.

<sup>4 |</sup> Chief Executive Report



		staffing issu		the financial year continues to reduce as the effects of e across the industry as a result of the Omicron
Security	prope inforn	rty related of nation and w	fences throu	ble incidents across the AU network. These range from gh to anti-social behaviour. The Team are collecting this intelligence/trends to inform AU Rōpū of high-risk es.
S7(2)(f)(i) LGOMA	1987			
Total Visitation	Actual Feb 22	Budget Feb 22	Variance	Comment Status
Art Gallery	22,103	41,618	(19,515)	
NZMM	2,713	8,086	(5,373)	
Stadiums	17,591	72,621	(57,105)	
Zoo	32,342	51,198	(18,856)	
Total	74.749	173,523	(100.849)	

#### Arts, Entertainment and Events Ropū

SOI Programmes	Update
AEE - General \$7(2)(f)(i),(h),(i) LGOMA 1987	<ul> <li>Ongoing discussion with Auckland Council, Auckland Unlimited and Eke Panuku regarding VEC lease process.</li> <li>Initial project scope commenced re City Event Calendar project.</li> </ul>
Auckland Live	<ul> <li>51 events for Auckland Arts Festival were cancelled due to red setting with a small number of projects moving to online medium. A public art installation is being presented outdoors at Aotea.</li> <li>Partnerships with Auckland Philharmonia will see several reduced capacity mini concerts (45 mins) with the intention of providing continued activation of events in the city centre.</li> <li>Shed 10 works have now been mapped out with an agreed plan to reduce the number of winter events to accommodate a staggered maintenance period.</li> <li>Operations team continue to support the requirements associated with managing covid-related risks including implementation of the RAT model for key staff members.</li> </ul>
Auckland Conventions	<ul> <li>Revised sales strategy to support proactive engagement in Australian market now underway, however availability in venues for Q1 and Q2 FY23 remains challenging.</li> <li>93 event leads were received in February 2022, a 41% increase month on month, however a 50% decrease showing the effects of Covid-19 on the events industry.</li> </ul>
Major Events	<ul> <li>In total, 19 events have been cancelled or postponed since the move to the red setting in January 2022.</li> <li>Cancelled events (four) represent 16,280 in visitor nights and \$2,128,000 in GDP for the region. (Auckland Lantern Festival, Opera on the Harbour, Round the Bays and</li> </ul>

<sup>5 |</sup> Chief Executive Report



	Designa). His positive to see the game inity 45 events mathematical into the most financial
	Pasifika). It is positive to see the remaining 15 events postponed into the next financial year and beyond, forecast to generate 50,320 visitor nights and a change of \$7,960,700 in GDP.
	<ul> <li>Since the previous meeting, the following events have been postponed to late 2022/ 2023 and will carry over planned 2022 investment to the next iteration; Island Time on Motutapu, Jazz Auckland at Aotea Square, Vex Robotics National Championships, Culture Kings Boxing Classic, Beacon Festival, Synthony, Vegan Food Festival, NZ PGA Championships, Six60.</li> </ul>
	<ul> <li>Elemental AKL currently has 30 event partners with an expected suite of approximately 100 individual events across the festival, 14 – 31 July. The Elemental AKL Hub will be a key focus for 2022 and discussions are underway with Auckland Live regarding delivery expectations and outcomes.</li> </ul>
	<ul> <li>With the 2022 Pasifika Festival being cancelled on its 30<sup>th</sup> anniversary, a revised 'Taste of Pasifika' will take place at the Cloud between 3-6 June 2022 with three weekends in June of additional programmes. The draft document for Pasifika Festival International Growth Strategy has been completed.</li> </ul>
	<ul> <li>A paper was presented to the Kaitiaki Forum to update on Tāmaki Herenga Waka Festival event.</li> </ul>
	<ul> <li>Operational projects including the Global Resource Consent, Harbour as a Stadium and ME Operational requirements in Public Open Space Projects continue.</li> </ul>
S7(2)(f)(i),(h),(i) LGOMA 1987	
LGOWN 1907	
FIFA Women's World Cup 2023	
S7(2)(f)(i),(h),(i) LGOMA 1987	<ul> <li>Initial local board briefing with all local board members held and progressed subsequent training venues workshops with shortlisted local board areas to discuss the opportunity to leverage the event and secure funding to deliver better community outcomes. Supported and led announcements with FIFA WWC 2023 – NZ, including 500 days to go (7 Mar) and International Women's Day (8 Mar).</li> </ul>
Auckland	• In February, Auckland Convention Bureau (ACB) received 12 new business event
Convention	enquiries for Auckland with a forecast total estimated impact value of \$2.18m,
Bureau	generating 5352 visitor nights from a total of 1767 attendees.
	• Five new event confirmations received in February are expected to generate 1,800
	visitor nights, 1,075 attendees and a total estimated economic value of \$824,560.  • Corporate policies on staff gatherings, government restrictions and spike in Omicron
	numbers has impacted business events confidence in the short term.
	Domestic acquisition focus continues to be on association business events to support
	building of domestic visitation pipeline for Auckland.
	• ACB working with key venue stakeholders Auckland Conventions and NZICC to identify
	strategic international business events of scale, with the intention to leverage Tourism
The same of the sa	New Zealand's new international business events subvention trial.
KPIs	Actual YTD Budget YTD Variance Comment Status
Number of Events	270 590 -320

S7(2)(f)(i) LGOMA 1987

<sup>6 |</sup> Chief Executive Report



## Investment and Industry Ropū

SOI Programmes	Update
AFS Studio Build	<ul> <li>The project is experiencing the impact of Covid on construction industry staff, sub trades and suppliers that are likely to further impact on cost and budget.</li> </ul>
S7(2)(f)(i),(h),(i) LGOMA 1987	
Activate Tāmaki Makaurau	<ul> <li>\$50m support package was opened for businesses to apply for Business Advisory and/or Business Implementation funding on 1 December. Registrations are now closed with 12,807 registrations. This includes 1232 Māori businesses (10%), and 1055 (8%) Pasifika businesses. Pacific Business Trust have another 500 clients registered to receive support via their subcontract.</li> <li>\$12.4M has been awarded (approved applications) to 4357 businesses. Average award = \$2900. \$7.25M has been committed (approved applications) to 1854 businesses,</li> </ul>
	<ul> <li>from the Business Implementation Grant. Average award of \$3913.</li> <li>Contract delivery by service providers work to be completed within 3 months of approval, and payments to providers will continue to be processed until August 2022. These dates are behind original forecasts.</li> <li>The Activate Tamaki Makaurau Business Community platform lead by EMA has over 3000 subscribers and contains 87 resources for businesses to access.</li> <li>First Steps (an additional \$10M health &amp; wellbeing programme) led by The Chamber has 73 proposals in the pipeline.</li> </ul>
Reactivate Tāmaki Makaurau	<ul> <li>Four waves of vouchers have now been distributed (180,000). 89,000 vouchers have been used to book 370,000 tickets across Auckland visitor experiences and attractions.</li> <li>A fifth additional wave of 30,000 (to the remaining group of registered Aucklanders) was issued on 22 March.</li> <li>225,000 Aucklanders registered for a chance to receive a voucher. All will have been given an opportunity to redeem either a \$50 or \$100 voucher.</li> </ul>
S7(2)(f)(i) LGOMA 1	Preparations underway to resume the Local Activation Programme and the Discount Scheme in Orange setting. Both programmes will reopen for a period of three months when Auckland returns to the orange setting.
GridAKL	
S7(2)(f)(i),(h),(i) LGOMA 1987	

<sup>7 |</sup> Chief Executive Report





S7(2)(f)(i) LGOMA 1  Low Carbon Economy and Climate Response	Regional I     Regional I     Regional I     Climate In philanthro     Auckland has reach managem and buildi     Taskforce actioning of work witimeline, a also included by AUL's Frunning for	The plan for Matakana has also started,  Climate Innovation Hub (CIH): The first Advisory board meeting and a working session for philanthropic involvement held during March.  Auckland Unlimited's operational GHG Emissions: Utilities management system e-Bench, has reached the implementation process. This will streamline AUL's utilities management, which in turn will accurately capture GHG emissions across AUL assets and buildings.  Taskforce on Climate-Related Financial Disclosure (TCFD): We are in the process of actioning an RFP to produce two key pieces of work for our TCFD actions. The first piece of work will produce an emissions reduction pathway to 2030 with an options-analysis, timeline, and costing. The second piece of work will be an adaptation pathway. This will also include a review of previous TCFD work and organisational strategies. The Climate Disclosure Working Group for all CCOs has also started.				
KPIs	Last month	This month	s, and regular training with global experts.  Comment	Status		
Screen Attraction Enquiries	S7(2)(f)(i),(h),(	i) LGOMA 1987				
RBP R&D Grants	1x grant \$348,338	1x grant \$221,929	R&D Approvals YTD 61 @ \$2,310,851.10			
RBP Business Capability/Tourism Transition Funding	\$22,382	\$156,929	Total Voucher Allocation Spend: YTD \$ 2,333,318 RBP/CRM Assessments: YTD 1073 Registrations YTD 2330			
Activate Tāmaki Makaurau Registrations	8346 registrations \$6,75m approved	12,087 registrations \$19.69M approved	1232 represent Māori businesses (10%), and 1055 (9%) represent Pacific businesses			

## Māori Outcomes Rōpū

SOI Programmes	Update
Te Matatini	<ul> <li>The project team will support the volunteers' programme design and planning in this FY.         The Whakangāhau event (regional event held in host city before main event), is now scheduled for June 2022, coinciding with Matariki. The Whakangāhau event coincides with the 50th anniversary of Te Matatini. All planning is being carried out with contingencies for     </li> </ul>

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	COVID-19. A business case will be presented to MOSG at the end of Q4 for FY23 funding that was deferred from this FY.
S7(2)(f)(i) LGOMA	987
AUL Māori Outcomes Plan	<ul> <li>Māori Outcomes Plan – Te Mahere Aronga supports an effort over the next three years for each rōpū to develop a bespoke approach, reflecting the SOI, our Te Tiriti commitments, legislative obligations and the advice and guidance of mana whenua and the IMSB. Working with AUL's Research and Insights' team on the development of a monitoring, evaluation and reporting framework for Te Mahere Aronga.</li> <li>Capability building with the Board and staff will commence in March and run through Q4. Staff waiata sessions will start in April, and the KIWA app (Te Reo learning) will be launched for staff in May.</li> </ul>
S7(2)(f)(i) LGOMA 1	<ul> <li>The bilingual signage and wayfinding project for Auckland Town Hall, The Civic, Aotea Centre back of house, Shed 10, The Cloud and Bruce Mason Centre continues, with the programme of work on track to be completed by 30 June. A FY22/23 funding proposal has been submitted to Council's Māori Outcomes Fund to undertake a wayfinding and visitor information audit and bilingual signage across Auckland Unlimited's three stadiums. This work is alignment with Te Mahere Aronga and Council's Te Reo Policy and action plan.</li> </ul>
	S7(2)(f)(i) LGOMA 1987
57(2)(f)(i),(h),(i) LGOMA	1987
AUL Māori outcomes advice	<ul> <li>Continue to work with Screen Auckland team to prepare for meetings with the wider Film Sector regarding sites of significance (particularly resource consent cost issues and time delays to processing).</li> <li>Māori outcomes advice being provided to the Go Hard on Tech project.</li> </ul>

## 4. Corporate

## **Marketing and Communications**

Workstreams	Update
Brand	<ul> <li>Auckland Council Group Creative Agency procurement process has commenced with review of previous agency spend and collation of new group requirements.</li> </ul>
S7(2)(f)(i) LGOMA 1	987
Communications	<ul> <li>Preparation for the public release of the Koi Tū, Reimagining Tamaki Makaurau report.</li> <li>Reputation management in relation to ongoing adverse reaction by the screen industry, over the implementation of Sites and Places of Significance to Mana Whenua.</li> <li>Climate Innovation Hub marketing and communications underway for 1 July launch.</li> </ul>
Media	Key external communications and media coverage for February relating to AUL's work were: i

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	<ul> <li>Explore Tāmaki Makaurau Voucher Programme – continued media coverage (15 items in February) associated with each draw and the close of registrations on 25 February. Positive media coverage outlining success of the programme to date.</li> <li>Ongoing publicity for the Michaelangelo exhibition, Mary Quant exhibition and other Auckland Live shows continued, as well as publicity secured for The Civic and Auckland Town Hall Tours in Weekend Herald and on TVNZ's Seven Sharp.</li> </ul>
Marketing	Reactivate Tāmaki Makaurau voucher marketing programme is wrapping up, with
	marketing activity focused on encouraging Aucklanders to use their vouchers. A 'bonus' allocation of vouchers will be distributed on 22 March, giving 30,000 Aucklanders a final opportunity to participate.
	<ul> <li>Marketing plan for Go Hard On Tech (GHOT) is underway. An initial focus will be the release of the GHOT strategy to tech ecosystem.</li> </ul>
	Screen Auckland: marketing activity underway to support the Shortland Street 30 <sup>th</sup> Anniversary. Attraction enquires are growing for studio space in Auckland.
	<ul> <li>Auckland Convention Bureau (ACB) marketing campaigns are successfully in the market.</li> <li>ACB website refresh has been completed.</li> </ul>
External relations	Preparatory work underway for Auckland Unlimited advocacy plan; and 2022/23 local
	board engagement plans.
	21 x local board and 13 x ward newsletters distributed; ongoing discussions with
	Auckland Council Local Board Services and CCO peers regarding CCO Review
	recommendation #34, on communications between local boards and CCOs.
	Updating Auckland's Future, Now 2021 database ahead of 2022 event.
LGOIMAs	LGOIMAs in progress:
LGUIMAS	Auckland Unlimited data will be part of a response to a Council group request from
	comparing staffing levels March 2020 v March 2021, including how many people
	"lost their jobs" due to COVID-19, or were employed because of COVID-19.
	Request has been received from about CCTV use across the Council group.
	Auckland Unlimited information will be included in the group response.
	A request was received from
	about Auckland Live's Michelangelo – A Different View. The requestor asked for total
S7(2)(a) LGOMA 19	cost, gross profit, and amount paid to supplier Benefitz Ltd (owned by another member
	of the same local board). AUL does not hold most of the information (was only party to a
	venue hire agreement with the event promoter).
	LGOIMA finalised in the month
	requested the salaries of four named Auckland Live management staff and the
	unit's annual budget (the salary information was refused under LGOIMA privacy provisions).
	Budget provided.





KPIs	Last month	This month	Comment	Status
Page views of brand home	612	476	There was no marketing activity for the brand home.	
Download of brand assets	598	719	New assets delivered to the library along with campaign requirements for Auckland is Calling increased numbers.	
Pieces of media coverage mentioning AUL	162	72	This had a cumulative potential reach of 2,395,750 and an ASR of NZD \$584,348.	

#### People

Workstreams	Update			
Covid-19	Status o	f collection o	f vaccination data:	
S7(2)(f)(i)LGOMA 19	<ul><li>Vaccina</li></ul>		dated to reflect change to Education Outside the Classroom unvaccinated students to be able to attend EOTC activities a	Commence of the Commence of th
Recruitment	Our annualised turnover is 17.0% as at end of February, down from 18.4% the previous month.			
Remuneration	<ul> <li>Tight red</li> </ul>	ruitment mai	rket is placing pressure on retention measures for specialist	and in-
			sed expectations to increase salaries for any internal job cha	anges,
	as part of structural changes.			
Metrics	January	February	Comment	Status
Engagement (Officevibe)	7.2	7.3	Engagement has increased by 0.1 point in the last 30 days with an increase of 6% points in the participation	
Participation in Officevibe	45%	51%	rate which we attribute to most people returning to work after summer holidays. A campaign is being developed to boost awareness and usage of Officevibe. Continuing to monitor both result and feedback comments for trends.	

#### **Health and Safety**

Workstreams	Update
H&S Committees	<ul> <li>In February Victoria Street, Auckland Zoo, NZ Maritime Museum, Auckland Art Gallery and Auckland Stadiums held H&amp;S committee meetings.</li> </ul>
Safe 365	• It is expected that the next round of Safe365 audits (delayed by Covid-19 lockdowns) will be commenced in early April.
Covid-19 planning	<ul> <li>Rapid Antigen Tests have been received and distributed to priority areas e.g.: operational and critical work teams. Policy on use is in place and training has been completed.</li> </ul>
Training	H&S governance training (for Board/Risk Committee/ELT) is scheduled for 16 March.
Initial H&S review	<ul> <li>New Head of H&amp;S has commenced and is currently in induction phase and undertaking initial review of H&amp;S Systems.</li> </ul>
Reporting	<ul> <li>Format and content of health and safety reporting to the Board and Risk Committee is being reviewed now that the new Head of Health and Safety has started.</li> </ul>

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Health & Safety Report	Health and Safety Report can be found in the Resource Centre.			
Incidents	Last month	This month	Comment	Status
Lost time incidents	1	1	A staff member at the Auckland Zoo required surgery after falling on their shoulder and fingers while cleaning a fishpond.	
Employee medical treatment	0	1	A team member at Auckland Zoo received antibiotics for an infected wasp sting.	
Minor staff incidents	4	5	Of the 5 minor staff incidents 1 required no treatment and 4 required first aid.	

## Digital

Workstreams	Update
Shared Services (with Transformation)	
S7(2)(f)(i),(h) LGOMA 1987	
Cybersecurity Strategy and Governance	<ul> <li>The organisation's cyber alert has been updated to Guarded to reflect the increased threat level associated with the digital domain of the Ukraine/Russia conflict. The threat is not specific to AU but the impacts may potentially be indiscriminate (more detail provided in the specific Cybersecurity Readiness Board paper).</li> <li>A baseline Cybersecurity survey is being conducted to enable us to tailor the training curriculum more accurately. Specific role-based training has been developed for the ELT and will be delivered on 29 March, working around the issue of being unable to deliver the material on the Council domain.</li> <li>All high and medium recommendations for the ex RFA web stack have been completed and have been scheduled in for the aucklandnz.com web stack over the coming 3 weeks. Implementation of Multi Factor Authentication, identified as a high risk is still sitting in an unaddressed Council ICT ticket.</li> <li>A full cybersecurity incident management simulation walk through has been completed by the team, including a hand off to Defend's specialist senior response team.</li> <li>Good progress continues to be made on device hardening and vulnerability management, in line with remediation of key risks identified in the risk register.</li> <li>Cybersecurity Dashboard updates are attached in Appendix 1 of this report. Our NIST score now sits at 2.0, up from 1.3 6 months ago.</li> </ul>



People	<ul> <li>A Digital Resource paper has been completed which outlines the Digital team required to support AU and deliver in the TOM. This is currently under discussion at ELT to determine affordability.</li> <li>The Digital Lead Team is now in place, and an offsite is planned to focus on priorities for</li> </ul>			
	the coming year and providing visibility and management of these priorities, along with the way in which we work to drive improvements across the team in Digital processes and a consequent uplift in productivity.			
	<ul> <li>We have successfully recruited a Lead Developer who will be a key resource to lead the web development team and successfully deliver a number of key projects.</li> </ul>			
	<ul> <li>We have been unable to recruit the roles of Data Architect and Data Engineer who will design and build out a data lake, as the current banding is no in align with an overheated Digital employment market.</li> </ul>			
Connected	We are finalising an overarching Connected commerce plan which will determine the  accuracy of delivery for each capacitat coch sultival expension.			
Commerce	sequence of delivery for each aspect at each cultural organisation.			
Project	Good progress is being made on the self-serve membership customer portal which will be hosted on our own web stack to provide flexibility for the user journey and the brand			
	experience required. This work can then be reused for the development of the Gallery			
	<ul> <li>Planning is underway for a new Point of Sale (POS) solution for the Zoo, which will remove the current complexities of being on different networks and different product structures and align with Council timelines to no longer support the current application.</li> </ul>			
	We continue to analyse ticketing requirements across the cultural organisations to determine whether a single Enterprise solution will meet the needs of cultural organisations. This will provide the foundation of ticketing capability for the Digital Auckland Hub.			)
KPIs	Actual	Target	Comment	Status
Cybersecurity posture	2.0	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.	
'Lights on' system	97.50%	99.9%	Infrastructure, network and web met availability target,	
availability			Zoo ticketing outage of 33 hours impacted overall availability.	
			Infrastructure, network and web met availability target,	
Customer services	5 days	10 days	Zoo ticketing outage of 33 hours impacted overall availability.	
Project delivery	78%	85%	Measurement - on time and within budget.	

## **Finance and Corporate Services**

Workstreams	Update
Finance	<ul> <li>February YTD financial performance represents a lower level of council funding than budgeted (\$7.2m).</li> <li>Revenue shortfalls in Cultural Organisations and Arts, Entertainment and Events rōpū, are offset by cost savings and wage subsidy, with the final wage subsidy received in December. I&amp;I net cost is also beneath budget with timing impacts affecting both revenues and costs.</li> <li>Capital spend continuing to run at 80% of YTD budget due to the COVID lockdown stopping work at Level 4, operational constraints impacting in Level 3 and ongoing supply chain constraints.</li> <li>Latest estimates of Trust financial performance for FY22 indicates a net cost of services (i.e., council funding requirement) of approximately \$2m above budget, however this may be mitigated, in part, if the restructure provisions are released if not required. Performance impacts are driven primarily by revenue/gross margin at risk over December</li> </ul>



	to March period, and depending on traffic light settings, event cancellations and public response to being able to get out and about/behavioural hesitancy to participate in groups.  • AUL Company financial performance is favourable in terms of cost to council however this has been impacted primarily by timing differences between grant receipts and expenditures. Forecast for AUL Company full year is within budgeted council funding cost but with significant swings to reflect income and grants from the Activate and Reactivate Tāmaki Makaurau support packages and timing differences in expenditures.  • Work is underway to review potential FY22 costs to be deferred to FY23 (Deferrals).	
Risk	Risk workshop completed on 16 March 2022.	
Planning	<ul> <li>Draft FY23 Annual Plan, with proposed change requests, was provided to the Auckland Council Planning Team on 25 February. Finance is now working with Council on the review of the change requests.</li> </ul>	
Procurement	<ul> <li>Single cross organisation procurement process implemented and working well.</li> <li>The Procurement team have yielded a year-to-date quantifiable contribution of \$860k (savings of \$367k and avoided costs of \$493k), this is before counting the unquantifiable benefits the team provide.</li> </ul>	
Organisation Design	<ul> <li>Lockdown has delayed commencing a restructure to a single Finance department however this work has now commenced.</li> </ul>	
Resource Centre Reports	Financial Performance Report Current Operational Risks Report Capital Programme Report	



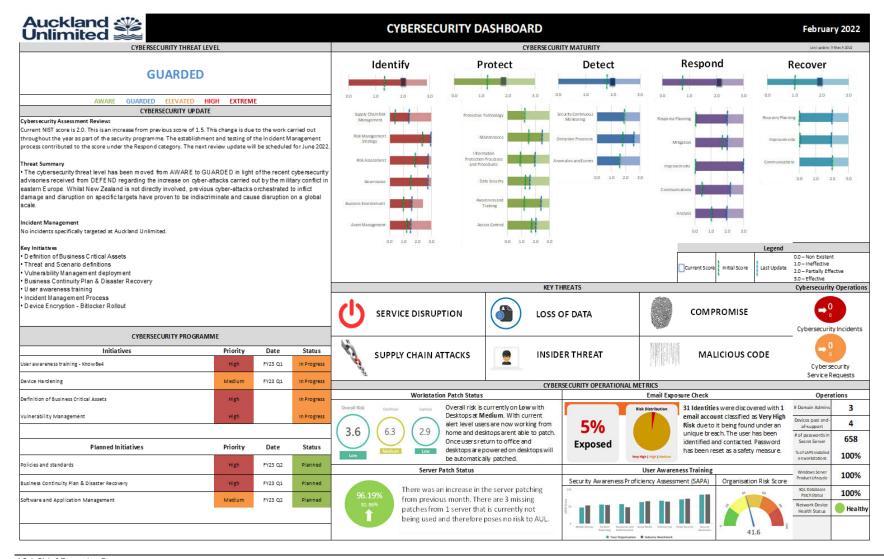
## 5. Transformation Programme

Key	Update of work in progress in Q3	Key tasks, Risks, Issues
Workstreams (Q3/Q4)		
C&T focus to leverage merger and drive further integration	We have revised our current and planned work requirements following Strategy workshops with ELT and the Board, business priorities for FY23 and defined this into 4 Focus areas:  Complete implementation of project Tuia recommendations that were placed on hold or scheduled for FY23  Drive Project management governance and project lifecycle excellence across the entire organisation  Deliver & support 10 key strategic and transformation projects that drive deeper integration of the 2 legacy organisations in terms of systems, processes and people  Accelerate project management competence in AUL	<ul> <li>ISSUE: Directors need to complete structural plans for their functions. This will need to be aligned with the FY23 business plan submitted to the March Board meeting.</li> <li>KEY TASK: Need to reach consensus with ELT on the 10 proposed projects to focus C&amp;T in FY23.</li> <li>RISK: Finance migration of Ungerboek (UB) financial activities onto SAP is contingent on resourcing from Council SAP team Plan. Will transition Maritime Museum, Art Gallery and the Zoo and non event UB in shared services onto SAP.</li> <li>RISK: ICT Technology sourcing RFI launched to 7 target service providers. Window for submissions is tight to meet April Board for outcomes of likely cost to outsource.</li> </ul>
	S7(2)(f)(i) LGOIMA 1987	
Lifting Capability	Accelerate project management competence in AUL     Proposal is to accelerate training over next 3 months for this cohort.	<ul> <li>KEY TASK: 1st cohort of 15 AUL staff to be trained identified. Need agreement with ELT. Potential service providers identified.</li> <li>KEY TASK: Need to finalise cost and budget to deliver the training given financial constraints.</li> </ul>
Ways of working and Accommodation	MS Teams adoption progressing to plan for most functions. There are some adoption challenges in the Rōpū due to complexity of the SharePoint file structure.  Exit of Queen Street offices      Move completed successfully with no significant disruption.      Actively encouraging staff to start using re-configured Vic Street office which now accommodates additional staff and workspaces.      Unispace working with AUL to configure some additional meeting rooms	ISSUE: Zoo requesting to defer implementation which will leave a large function not utilising Teams as planned and incur additional cost to implement at a later date.  4, Aotea Centre     KEY TASK: Discovery of requirements for layout and number of staff to accommodate to begin late Q3. We will apply same approach as adopted for Vic Street reconfiguration.

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#### Appendix 1

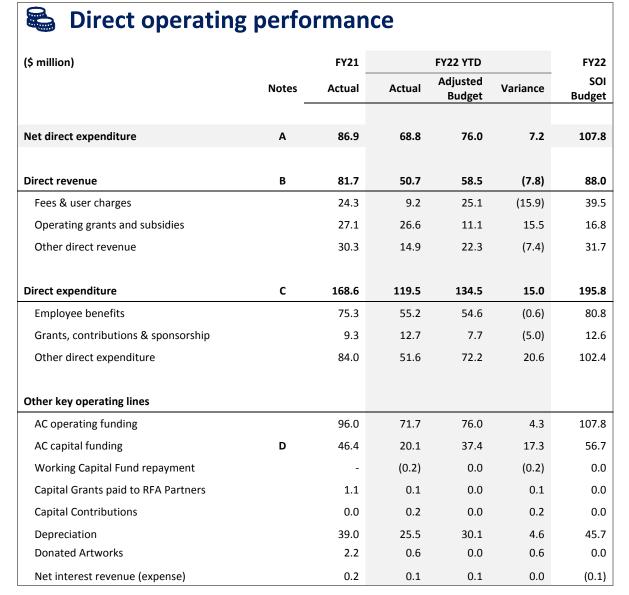


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# Auckland Unlimited – Financials

For the period ending 28 February 2022

#### **Consolidated Auckland Unlimited Financials**





## Financial Commentary

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

**B:** Direct Revenue is adverse due to a reduction in visitor and event revenues resulting from the COVID restrictions. Wage subsidy receipts and Reactivate Tamaki Makaurau lead a favourable grants and subsidies result.

**C:** Direct expenditure is favourable due to changes in programme timing as a result of Trans-Tasman border restrictions and resurgence of COVID domestically, delays in implementation of the organisational design/target operating model and further cost controls during lockdown.

**D:** The capital programme is below budget with the COVID lockdown stopping work at Level 4, operational constraints impacting in Level 3 and ongoing supply chain constraints.

#### Outlook:

COVID will continue to have further revenue impacts over the months to come as Auckland moves through the COVID traffic light levels, with costs controlled to partially mitigate revenue impacts. We will continue to assess the implications of the COVID traffic light system as our operations gradually return. The budget anticipated a fully open Trans-Tasman border from January 2022.

Due to the border uncertainty a major tenant of Mt Smart Stadium has published their intention to base themselves in Queensland which will impact on stadiums revenue, additionally a significant New Zealand artist has postponed their Australasian concert tour which had included Western Springs Stadium.

FY22 will see the merger of Auckland Unlimited progressing further as the optimal Rōpū structures are implemented.