Board Meeting Agenda (PUBLIC)



9.00 a.m. Wednesday 31 March 2021 NZCCM Meeting Room, Auckland Zoo

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROC	EDURAL			_	
1	Agenda and Apologies	To Note	T&C	9.00 a.m.	5 mins
2	Public Minutes 24 February 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		
CEO F	REPORT AND PERFORMANCE REPORTING		-		
4	CEO 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 6. Auckland Future, Now Update ² 7. Fraud Processes and Gap Analysis ²	To Note	T&C	9.05 a.m.	55 mins
SIGNI	FICANT STRATEGIC MATTERS				
5	Auckland Unlimited Māori Outcomes and Responsiveness, Edwina Merito and Helen Te Hira 1. Māori name for Auckland Unlimited ² 2. Board Responsibilities and Support ² 3. Māori Outcomes Strategy ²	To Discuss To Discuss To Discuss	T&C	10.00 a.m.	2 hours 30 mins
7	Project Tuia, Nick Hill and Lynn Johnson 1. Project Update ² 2. Target Operating Model ² Draft Statement of Intent 2021 - 2023, Noah Maffitt ²	To Approve	T&C		
LUNC				12.30 p.m.	30 mins

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

Board Meeting Agenda (PUBLIC)



Item	Subject	Action	Trust/Co.	Start Time	Duration
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABILIT	Υ			
8	Auckland Zoo Verbal Update, Kevin Buley	To Discuss	Т	1.00 p.m.	1 hour
9	Art Gallery Exhibition, Kirsten Lacy ³	To Approve	Т		50 mins
10	Major Events – , Steve Armitage ³	To Approve	С		
11	Bruce Mason Centre, Jonathan Wilcken ³	To Approve	Т		
12	North Harbour Stadium, James Parkinson and Jonathan Wilcken ³	To Approve	Т		
13	Unsolicited Proposal Policy, Brian Monk and James Parkinson ⁴	To Approve	T&C		
14	Auckland Council Group Policy – Remuneration, Lynn Johnson ⁴	To Approve	T&C		
BOAR	D PRIVATE SESSIONS				
15	Board and CEO Session and Board Only Session, Mark Franklin	To Discuss	T & C	2.50 p.m.	10 mins
	Close of Meeting			3.00 p.m.	
	Auckland Zoo Tour, Kevin Buley			3.00 p.m.	45 mins

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

Board Meeting Agenda (PUBLIC)



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

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

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





BOARD MEETING - PUBLIC MINUTES

HELD ON: Wednesday 24 February at 9.00 a.m.

AT: Waitakare Room, Aotea Centre, Auckland

PRESENT: Mark Franklin Chair

Jennah Wootten Deputy Chair

Fabian Partigliani Jen Rolfe Carol Cheng

APOLOGIES: Evan Davies and Dan Walker

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

Jim Stabback
Norm Thomson
Paul Columbus

CEO, Auckland Council (Items 5 and 6)
Chair, Destination Committee (Item 5)
Destination Committee Member (Item 5)

Nick Hill CEO

Brian Monk CFO (Items 4, 8 and 9)

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

Lynn Johnson Chief People Officer
Noah Maffitt GM Strategy (Item 6 and 9)

1. AGENDA AND APOLOGIES

The Board noted the apology of Evan Davies and Dan Walker.

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

The Board:

- Approved the 27 January 2021 Auckland Unlimited Confidential Minutes as an accurate record of the meeting; and
- Noted the Action Tracker.

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

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

4. CEO REPORT

Nick Hill spoke to the paper.

COVID- Lockdown

 Management noted that the organisation responded well to the recent short lockdown that ended Monday with a return to Alert Level 1. Several events were cancelled or delayed due to the lockdown. As has been the case since the emergence of COVID-19, operational



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

management of the organisation's response to lockdowns and changing Alert Levels is handled by the Incident Management Team.

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	S7(2)(f)(i) LGOIMA 1987
Te Re	o Māori Name
•	Management noted that the process to choose Auckland Unlimited's te reo Māori name is progressing well with Te Manawhenua Forum. The name will likely come to the March Board meeting for discussion. Māori culture within Auckland Unlimited and its Kaupapa Maori Plan will be discussed at the same time.
•	The Board requested that council is kept in the loop regarding Auckland Unlimited marketing team to ensure that Council is kept in the loop regarding Auckland Unlimited's te reo Māori name and the current status of the process to choose the same. (ACTION POINT)
Projec	et Tuia
•	Management updated the Board on Project Tuia, the project to develop and implement Auckland Unlimited's high-level structure and Target Operating Model. Workshops and ongoing work on the organisation's busines model and core business capability are feeding into the project.
•	One key concern that has emerged is the state of the organisation's IT infrastructure and support systems and the requirement for it to be improved so the organisation can properly function and collaborate across the whole organisation and externally.



Eden Park

- The CEO noted that he had recently attended the Eden Park strategy day at the invitation of the Eden Park Board. The CEO conveyed to the Eden Park Board that the Auckland Unlimited Board has not yet had a chance to formally discuss Eden Park and the broader Auckland stadium network. The Board noted that it will be discussing the Auckland stadium network later in the meeting.
- Management noted that currently the two organisations have different structures with different goals and incentives. Work on how the two organisation's goals and incentives can be aligned will need to be undertaken as part of addressing the CCO Review recommendation to explore a joint venture structure with Eden Park.
- The Board noted that Auckland Unlimited will be approaching how it can work more closely with Eden Park in an agnostic and fact-based manner with a view to Auckland's medium- and longterm futures. Central Government also needs to be involved in the process.
- Councillor Hills agreed with the Board's stated approach that Auckland Unlimited will prioritise
 "what is best for Auckland" and will consider all financial and non-financial consequences of
 decisions taken in this area. Councillor Watson noted that a pragmatic solution to Auckland's
 stadium management is achievable. Councillor Watson advocated bringing Councillors into the
 process at an early stage and noted that the stadium network supports many important
 community activities across the region.
- The Board noted that the CEO and Chair are likely to meet with the Eden Park CEO and Chair shortly.

The Board noted the CEO Report.

Councillor Watson, Councillor Hills, Pam Ford, Jonathan Wilcken and Brian Monk left the meeting. Norm Thomson and Paul Columbus joined the meeting.

5. BOARD AND DESTINATION COMMITTEE

Norm Thomson chaired the joint Board and Destination Committee section of the meeting.

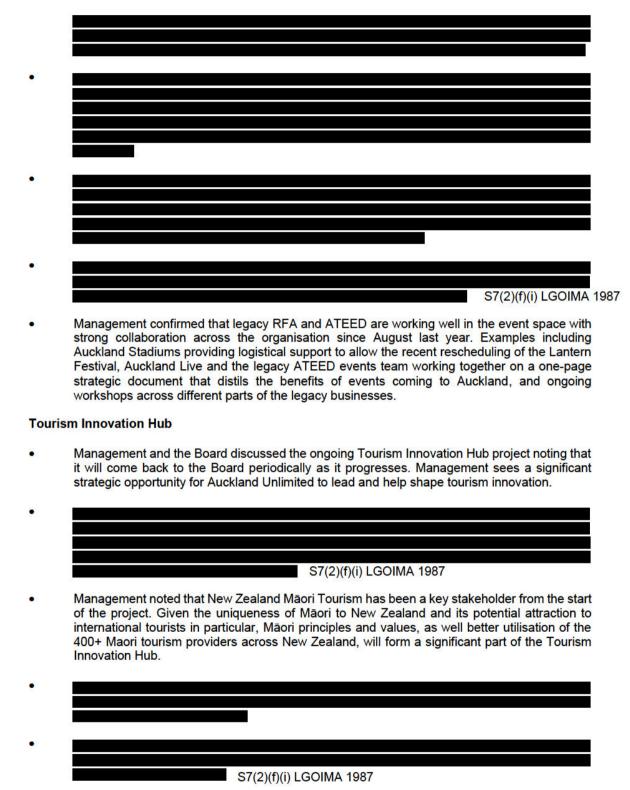
GM Destination Update

- The Board and Destination Committee acknowledged Management's recent hard work on rescheduling the Lantern Festival and the ongoing America's Cup event.
- Management noted that event management is now more labour-intensive than ever due to constantly having to adjust to an uncertain environment. The event management teams across the organisation are doing and excellent job in difficult circumstances.
- The Destination Committee thanked the Board for its recent letter to the Mayor regarding the APTR and noted the Destination team's continued hard work on destination projects such as the tourism innovation hub and domestic tourism campaigns. The team is also continuing to work closely with Wellington on the national destination sector.

Content Driven Stadium Strategy

Management noted that Eden Park recently had its resource consent to hold up to six concert
nights per year approved. It is important that the Auckland Unlimited try to ensure that Eden
Park's new opportunity to hold concerts is used to add additional content to Auckland and not
simply shift existing content around Auckland. Achieving this will provide the maximum benefit
to Auckland.





Norm Thomson and Paul Columbus left the meeting. Noah Maffitt joined the meeting.

6. AUCKLAND COUNCIL CEO

The Chair formally welcomed Jim Stabback to the meeting and Jim thanked the Board for the invitation to join the Board meeting.



•	The Board noted that Auckland Unlimited is fundamentally and philosophically different from
	the two legacy organisations that formed it. The organisation is, and will be, primarily focussed
	on "getting the most for Auckland" across all its decisions and activities. The Board will be
	advocating for all CCOs to work more closely together and to better communicate with each
	other and Council.

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		(i) LGOIMA
	1987	
	Jim encouraged the Board to approach its work in an unconstrained manner and not to be	
	bound by current processes and structures. He noted that Auckland Unlimited needs to be able	
	to act strategically and be able to lead conversations about how and where improvements can	
	be made.	

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- The Board and Jim discussed shared services provided by Council to CCOs. Jim noted that shared services are being reviewed. If Council can provide shared services efficiently to CCOs they should continue to do so, but those services need to be good quality, provide value for money, and be supported by service level agreements.
- Management noted that one of Auckland Unlimited's core roles is to sell Auckland to tourists and investors and to tell the story of Auckland in way that makes Aucklanders proud of their city
 S7(2)(f)(i) LGOIMA 1987

Jim noted that the whole Council organisation and all its components needs to champion Auckland. Auckland Unlimited does have a leading role to play telling the story of Auckland and it is up to the rest of the Council organisation to work out how to collectively own it. Telling the story of Auckland is about highlighting and strengthening those things that we want Auckland to be famous for.

The Board Chair thanked Jim Stabback for attending the meeting.

Jim Stabback and Noah Maffitt left the meeting. Lynn Johnson joined the meeting.

7. PEOPLE AND CULTURE UPDATE

Lynn Johnson updated the Board on people and culture at Auckland Unlimited.

 Management updated the Board on Project Tuia. The project team is formed, gathering data, and analysing the strengths and weaknesses of the current model. Workshops are underway and will continue over the next few weeks. An executive level Target Operating Model will be presented at the next Board meeting.

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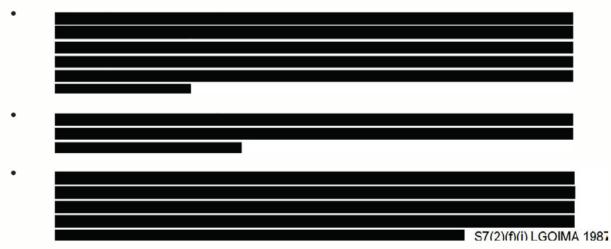
The Board noted the people and culture update.

Lynn Johnson left the meeting. Brian Monk joined the meeting.

8. LONG TERM PLAN 2021 - 2031 UPDATE

Brian Monk spoke to the paper.

• Management noted that some minor changes have been made to the LTP since the Board last saw it, but the version of the LTP to be submitted to Council ahead of the April workshop will be largely the same as the version initially submitted to Council. The LTP may undergo further change following the workshop with Council, and once amalgamation savings become clearer.



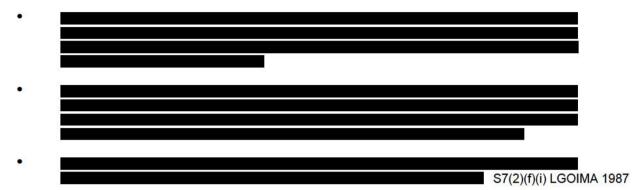
The Board noted the LTP 2021 - 2031 update.

Noah Maffitt joined the meeting.



9. Q2 PERFORMANCE REPORT TO COUNCIL

Noah Maffitt spoke to the paper.



Subject to amendments discussed being made, in its capacity as the Board of Auckland Unlimited Limited and as trustee of the Regional Facilities Auckland Trust, the Board:

- Approved the Quarter 2 Performance Report ending Dec 2020 for submission to Auckland Council; and
- 2. Authorised the Chief Executive Officer to make minor changes as required.

Brian Monk and Noah Maffitt left the meeting. The Safe365 trainer joined the meeting.

13. SAFE365 TRAINING SESSION

The Safe365 trainer led a Safe365 training session with the Board.

The Board noted that Auckland Unlimited will develop a new H&S Director induction as part of the amalgamation and restructure. The monthly Board H&S reports were discussed at the recent Risk Committee and will be improved following feedback from the Committee.

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The Board thanked the Safe365 trainer for the training session.

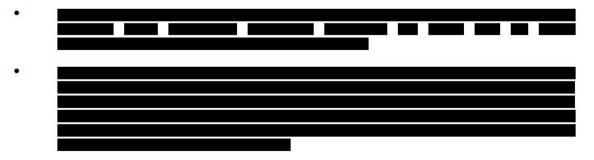
14. BOARD PRIVATE SESSION WITH CEO AND BOARD PRIVATE SESSION

The Board held a private session. There were no matters to be minuted.

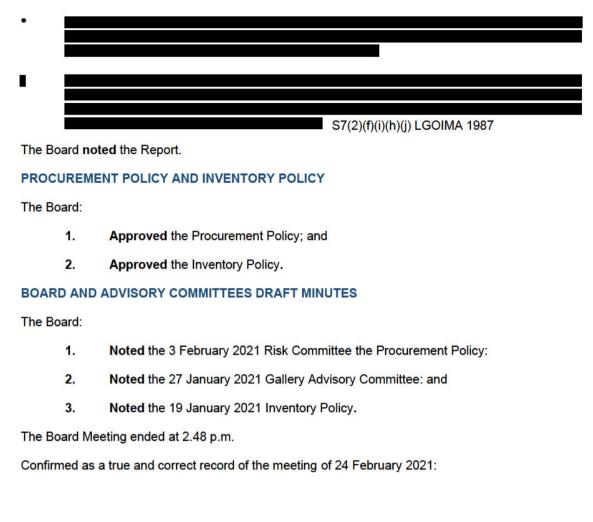
Jonathan Wilcken joined the meeting.

10. CYBER SECURITY STATUS REPORT

Jonathan Wilcken spoke to the paper.







Date

11.

12.

Chair

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)		
Jennah Wootten	Deputy Chair	Cricket 2021 Limited (Director) Generate Global (Director and Shareholder)	Sport NZ (GM Partnerships and Communications)	
Carol Cheng	Non-Executive Director	Hong Consulting Limited (Director and Shareholder) CYWE Trustee Limited (Director and Shareholder) CYWE Trading Limited (Director and Shareholder) Eastland Property Services Limited (Shareholder) Auckland International Airport Limited (Shareholder) Spark New Zealand Limited (Shareholder) Comvita Limited (Shareholder) SkyCity Entertainment Group Limited (Shareholder) Tesla Inc (Shareholder)		
Evan Davies	Non-Executive Director	Capital Investment Committee (Chair) Hospital Redevelopment Partnership Group (Chair) Tāmaki Regeneration Limited (Chair) Todd Property Group Limited (Director)		

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		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) Tamaki Redevelopment Company Limited (Director) Tamaki Redevelopment Company Limited (Director) Than GP Limited (Director) Kimono Capital Limited (Director) Flinders Mines ACN 091 118 044 (Director) Welch Securities Limited (Director & Shareholder) Kokako Farms Limited (Director & Shareholder) Anglican Trust for Women and Children (Trustee) Auckland City Mission (Trustee) Melanesian Mission Trust Board (Trustee)		
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	
Jen Rolfe	Non-Executive Director	Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee)	New Zealand Marketing Association (Member)	Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare. Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	New Zealand Māori Tourism Society (Deputy Chair) School of Indigenous Studies Limited (Director) Whanau Mārama Parenting Limited (Director) Korowai Hikuroa Consulting Limited (Director and Shareholder) Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust (Shareholder) Ngati Ruanui Tahua Limited (Shareholder) Ngati Ruanui Fishing Limited (Shareholder) Ngā Whaotapu (Trustee) Meremere Marae Charitable Trust (Trustee)	Registered Celebrants of Aoteaoa (Member) Microsoft New Zealand Limited (Cloud Infrastructure & Applications Solutions Lead)	

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
		Stanmore Bay Primary School (Trustee) Tahu Hikuroa Foundation (Trustee) Indigenous Growth Limited (Advisory Board Chair) Massey University Executive Education (Advisory Board Member) Digital Advisory Board of MIT (Advisory Board Member) University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)		

DIRECTORS' INSURANCE COVER

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

Rolling 12-Month Work Programme

March 2021

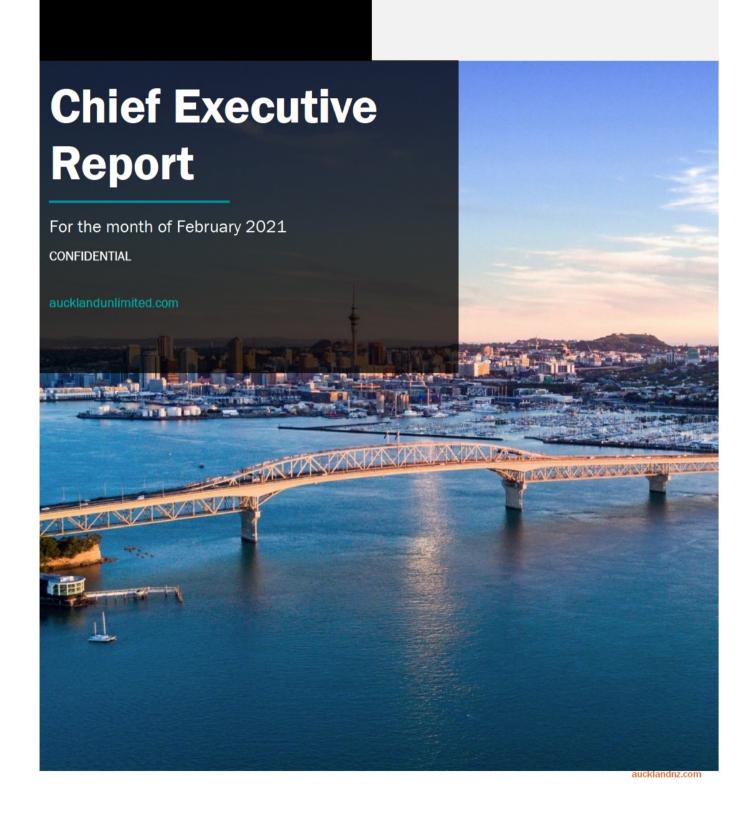
Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-21		CEO Report*	APTR Transformation Phase 2	Destination Committee - 19 Jan Board Meeting - 27 Jan Director Appointments - Committee Induction and Applications
Feb-21	 Financial reporting for the ½ Year ended 31 December 2020 Q2 Performance Report to Council Q2 Risk Report to Council Annual Plan FY21/22 	 CEO Report* Safe365 Director Training Procurement and Inventory Policy Approval 	Board Strategy Day	 Risk Committee - 3 Feb (½Y Acts) Board Meeting - 5 Feb (½Y Acts.) Board Strategy Day - 12 Feb Destination Committee - 24 Feb Board Meeting - 24 Feb
Mar-21	Draft 2021 -2024 Statement of Intent	CEO Report	Māori Outcomes and Responsiveness Project Tuia	Destination Committee - 23 Mar Board Meeting - 31 Mar
Apr-21	Q3 Performance Report to Council Q3 Risk Report to Council	CEO Report	Workshop with Council CCO Oversight Committee – 27 April 2021	Risk Committee - 19 April Destination Committee - 20 April Board Meeting - 28 April
May-21	Draft 2021 -2024 Statement of Intent	CEO Report 2021/2022 Draft Budget Proposal		Destination Committee - 26 May Board Meeting - 26 May Director Appointments Committee – Interviewing
Jun-21	Recommendation for board members for the AWMM and MOTAT Boards	 CEO Report Annual Insurance Renewal Audit NZ Engagement and Fees FY21- 23 		Destination Committee - 22 Jun Board Meeting - 30 Jun



March 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 2020 -2023 Statement of Intent Financial reporting for the year ended 30 June 2020 Q4 Performance Report Q4 Risk Report to Council End of Year Risk Report to Council A&R Com. 	CEO Report 2020/2021 Draft Budget	Public Board meeting	 Risk Committee - 26 July Destination Committee - 20 July Board Meeting - 28 July
Aug-21	RFA and RFAL Annual Reports	CEO Report		Destination Committee - 25 Aug Board Meeting - 25 Aug
Sep-21		CEO Report	Annual H&S Framework and Policy Review	Destination Committee - 21 SepBoard Meeting - 29 Sep
Oct-21	Public Board meeting to consider Annual Report	CEO Report	Public Board meeting	 Risk Committee - 20 Oct Destination Committee - 19 Oct Board Meeting - 27 Oct
Nov-21	 Destination Committee Q1 Performance Report Q1 Risk Report to Council 	CEO Report		Destination Committee - 24 Nov Board Meeting - 24 Nov
Dec-21				No Board Meeting





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Key Highlights

- Under the move to Level 3 in late February, Auckland Unlimited had to close venues and offices once again, filming stopped across the film studios, the Auckland Live and Stadium's teams were busy with postponed and cancelled events, including Auckland Arts Festival shows and Outerfields. Lantern Festival, due to be held from 4-7 March, was cancelled as could only be delivered at Alert Level 1. 60-75,000 visitors were forecast to attend.
- The race village hosting the 36th America's Cup had a maximum of 30,000 people in attendance in one day, with
 more than 250,000 visitors across race days. However, with ETNZ on the water, a bigger turnout was anticipated
 in the village and relevant vantage points. The postponement of these events impacts overall visitors, consumer
 and business confidence for the Auckland region, but more so for hospitality and accommodation businesses in
 the city centre.

Auckland Economic Outlook

February - March 2021 Lockdown

- At 7pm on 27 February the Prime Minister announced that Cabinet had decided to change the COVID-19 Alert Level settings and **Auckland had been placed at COVID-19 Alert Level 3** (AL3) for seven days from 6am, 28 February 2021. The rest of New Zealand was placed at Alert Level 2 (AL2).
- In terms of overall economic impacts economists estimate that the cost of the seven-day alert level three period in Auckland would be around \$220 million under the revised figures.
- Infometrics estimates that change in alert Level restrictions will have caused **Auckland spending to drop 40% per day at AL3**, **with national spending being potentially down by 15% per day**. While the impact of level 2 is less severe than level 3, the experience from last September when Auckland returned to Level 2 suggests that economic activity is still reduced by up to 10%.

- Due to the shift in alert levels about 28% (250,000) people in Auckland were unable to work at AL3. Combined
 with the earlier, three-day lockdown in Auckland, a longer period of Alert Level restrictions will subdue Auckland
 employment outcomes.
- Retail and hospitality spending will be most affected, with café, bar, and restaurant spending expected to be down around 30% nationwide.
- Auckland has been in AL1 since 12th March, after five days at AL2 and no new community cases since February 28th
- Auckland's CBD suffers more than the rest of the Auckland region because of its reliance on workers coming into
 the city and the concentration of hospitality and retail businesses that can only operate partially in Alert L2 and
 above. Based on previous lockdowns in Auckland, we can expect spending in Auckland's CBD to have decreased
 by over 80% in AL3, and by about 30% in AL2.

Future outlook

- The change in Alert Levels will see a swift hit to the economy, but previous changes show that activity is likely to bounce back quickly as long as an outbreak is contained.
- New Zealand has bought 8.5 million doses of the Pfizer vaccine, on top of the 15 million doses already secured
 for the country. The latest purchase will not arrive in the country until the latter half of the year, and herd immunity
 can only be expected by 2022.
- With the borders also expected to be open by 2022, this will be welcome news for tourism operators, retail and
 hospitality, for new customers and will provide more certainty around alert level changes.

Long Term Plan : future capital investment

- The Mayor's proposed long-term plan provides \$339m in capital investment for AU venues over the coming 10 years (1% of Council's total capital investment funding).
- This provides no strategic investment for the future needs of a growing city
- This is also 33% less than the minimum level of funding estimated for keeping our current venues up-to-date and
 operating. Such a programme would mean:
 - o All AU venues would be placed in a regime of managed decline over the 10 years
 - One or more of AU's venues would need to close sufficient to realise further savings of ~\$35m: the
 equivalent of closing Mt Smart Stadium
 - Audience and revenues would decline and the revenue forecasts in the Mayor's proposal will be unachievable.
- Over the ten years, it is forecast that AU's cultural institutions would attract 7-10 million fewer visits leading to a
 as yet unbudgeted reduction of \$59-79M in commercial margin.

Economic Development

- Screen Facilitation: February stats: 77 permit applications (673 total for FY2020/21). 49 enquiries (482 total for FY2020/21). Two changes to AL3 in less than a month was very challenging for productions and the Facilitation team. 16 permitted filming activities were impacted in the first lockdown, 17 in the second one. COVID-19 screen health & safety protocols, created in 2020, remain in place and are working well.
- Screen Attraction: 2 new international productions, which Auckland Unlimited were involved in attracting, began
 early pre-production. New production enquiries received indicated ongoing, increased demand to locate screen
 projects in the region. Constraints are lack of (any) available film studio facilities, MIQ insecurity and perception of
 a tight labour market. Good news 'Flashing green light' for returning seasons of 3-4 international TV series over
 coming months. 1 returning series lost to Australia.

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

- Auckland Screen Infrastructure: The feasibility study into establishment of screen infrastructure fund, is now underway with EY. Ongoing work with private sector investors interested in screen sector support include
- Screen Creative Careers Research: Final research stage complete and external partner funding received from NZ Film Commission and from Screen Wellington.
- Creative Auckland: Collaboration with the South Advantage Collective creative tech business collective to create
 tech career pathways in South Auckland through placements, internships, and practical experiences.

- Border Management: The AU led MIQ project group has introduced some Auckland Businesses to the PM and Minister of Tourism for the Cook Islands to support development of MIQ operations for attracting tourists to the Cook Islands.
- Investment: 2 new material investment clients -

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

- GridAKL: 134 businesses, 800 individuals, 30 events held with 1575 attendees. 10 co-design workshops held in Hatchbox (innovation solutions lab). Properties closed for 10 days due to changes in Alert Levels. Deal with new tenant at 12 Madden Street/Level 5 has not proceeded, due to change in their decision-making process. Existing tenancy lease will remain in place until alternative new tenant identified. Property agents re-engaged
- Business Support: Demand continues for RBP services; continued promotion on business advice for tourism businesses. R&D facilitation of 87 grants totalling \$3.9m for FY2020/21. RBP Management Capability fund nearing completion which means no more funds till 1 July for SMEs.
- Covid-19 Alert Level Change Event Impact: Youth Employment Networking Event and Business Support Hub/Trade Show cancelled. EMEX will now be held in May 2022 – however Auckland Unlimited, Callaghan Innovation, XPO and Beca are producing a one-day event that will bring the best of the EMEX seminar to manufacturers.
- Auckland's Future, Now business summit. Date confirmed (14 May), project team created and external suppliers
 approved. Content and themes to be outlined to Board in an appended paper.

Destination

- Go with Tourism
 - Education Programme: Coordinators have created in-class content delivering to Tourism, Hospitality and Geography classes. This includes the launch of a 360 VR experience and safety video at the beginning of term. The survey amongst users has shown a 16 per cent increase in student interest in tourism after one presentation.
 - The Itinerary: The web series about New Zealand tourism and hospitality is back for a second season with the first episode airing on Wednesday, 17 March. Click HERE to watch the Season 2 video promo.
 - Go with Tourism and ServicelQ: Announced coinciding competitions for Year 12 and 13 students
 nationwide, culminating in an 'Aotearoa Experience' grand prize. The initiative aims to help young New
 Zealanders understand more about the wide-ranging careers available in Tourism and Hospitality.
- Domestic Marketing: In the second week of March, four articles in New Zealand Herald appeared as part of
 content we pitched in under GO NZ, supported by Tourism New Zealand.
- Promoting Auckland's Iconic Eats continued towards the end of February / beginning of March with changed messaging over the weekend of 27 February as Auckland was at Alert Level 3.
- Published first Instagram Guide promoting the West Coast beaches of Auckland. This is a new feature on Instagram permitting the creation of more blog-type content, normally seen on standard websites.
- Promoting the reopening of the West Coast tracks has continued to perform well. The video is just shy of 100K video views on Instagram which is a large number for a piece of organic content.
- Tourism marketing activity campaign activity with Hamilton Waikato begins 22 March. The Northland campaign remains on track for late March activation.
- The Auckland episode of <u>travel guides</u> goes to air on Thursday 25 March at 8 pm on TVNZ's Channel 2. Both city
 and regional product was included as well as one of our events.
- Lap of Luxury The Auckland episodes of the luxury accommodation programme air in March on TVNZ and feature
 the Boatshed on Waiheke Island and the Britomart Hotel. This was a project initiated by Southern Crossings, a
 local inbound tour operator. Auckland Unlimited supported the Auckland episodes.
- Study Auckland: Study AKL has secured external funding from the Ministry of Education to commission a mural
 artwork in Britomart by student artists that reflects Auckland's diversity as outlined in our Collective Worlds brand
 theme. Planning is underway for PR and a digital campaign to promote the finished artwork.
- Tamaki Herenga Waka: Customer survey data was received in February with the following high-level results:
 - o Overall customer satisfaction 93%
 - The event brings people from different cultures together 90%
 - Increases pride in Auckland 91%
 - o Makes Auckland a more enjoyable place to live 93%

- Auckland Council should continue to support these kinds of community events 95%
- The Pride Party was held on Saturday, 27 February just in time before the AL3 lockdown. The party was free and accessible to all-ages and was the final major event of Auckland Live's Summer in the Square series.
- Due to COVID-19 restrictions, **Splore Festival** made the decision to postpone the festival from 26-28 February to **26-28 March** to be held at the same location, Tāpapakanga Regional Park, Auckland.
- Working with ACB membership and industry partners, business events opportunities results:
 - As at end of February 2021, 134 opportunities won for Auckland which will take place from now until 2027, representing a Total Impact Estimated Value of \$22.8m, generating 49,139 visitor nights from 27,864 attendees. The estimated visitor spend is \$19.3m
 - YTD Wins: 39 wins, with a Total Impact Estimated Value of \$13.9m, generating 35,978 visitor nights from a total of 10,061 attendees. The estimated visitor spend of these opportunities is \$12.8m
 - A total of 11 new opportunities have been supported YTD February FY20/21, with a Total Impact Estimated Value of \$925k, generating 1688 visitor nights from a total of 1244 attendees. The estimated visitor spend of these opportunities is \$728k.

Auckland Art Gallery

- Whānau Drop in Weekends: weekly family art making workshops themed to the Auckland Pride Festival, 568 people through for the month of February.
- Drop-in Drawing: weekly 1.5-hour drawing class on Friday evenings, very popular with visitors as the class reaches
 capacity each time.
- Emily Karaka Talk: Toi Tū Toi Ora: Contemporary Māori Art artist, Emily Karaka, discussed her artworks and Te Tiriti o Waitangi, mana whenua and kaitiakitanga.
- Ngā Hinepūkorero Performance: Spoken word poetry performed as part of the Auckland Pride Festival
- Reuben Paterson Talk: Toi Tū Toi Ora: Contemporary Māori Art artist Reuben Paterson about his artworks on display, his practice and being part of the rainbow community.
- Supreme Ball 2.0: House of COVEN-CARANGI ticketed fashion runway event
- Hīkoi tours have been increasing in popularity, including a new demand for weekday tours.
- Retail: 27% increase in spend in the gallery shop compared with February 2020.

Upcoming activity, key events, initiatives

- Launch of *Toi Tū Toi Ora: Contemporary Māori Art* virtual tour expected late March.
- Te Rā Ringa Raupā Weavers: A week-long residency to share weaving practice with visitors and to recreate the only known woven Māori sail, currently in the British Museum's collection.
- **Te Karanga o te Rā The Call of the Sail:** A talk where Te Rā Ringa Raupā weavers present their project and talk about their practice.
- Waiata Moana: Two musical performances celebrating the sea and our waterways in conjunction with the Auckland Arts Festival.
- **Te Toki Sails Land Rig:** An opportunity for rangatahi to learn the basics of raising and lowering a waka sail and using a land-based rig, in conjunction with the Auckland Arts Festival.

Auckland Live

- Prior to the lockdown, Auckland Live had anticipated **80 events to approximately 20,000 attendances** for the month. In comparison to the previous year, this was only two events down, but a drop in approximately 30,000 attendances, largely due to the lack of international content.
- The February lockdown had considerable impact on programme investment projects, with Auckland Live's **Fringe Town** cancelling its entire programme.
- Auckland Live, in partnership with PANNZ (Performing Arts Network of New Zealand), delivered the 2021 PANNZ Digital Arts Market the first-ever hybrid New Zealand arts market. This is an annual performing arts industry event and the sole marketplace for performing arts in New Zealand. It attracts artists, producers, presenters and industry leaders from New Zealand and internationally. Nearly 300 delegates from NZ, Australia, the UK, USA, Scandinavia, Canada, China, and South East Asia participated to connect with 80-plus artists and companies.
- Of the ten investment projects planned for February, three were able to proceed despite Covid alert level changes.

Upcoming activity, key events, initiatives

- Jersey Boys has now sold 8,063 tickets and reached 25% of its forecast position. The final week of performances has been released for sale.
- Auckland Live, with Silo Theatre, is participating in a global initiative to present a one-off performance of White
 Rabbit Red Rabbit by Nassim Soleimanpour. The play will be staged by theatre companies around the world on 13
 March to mark the anniversary of the closure of many theatres due to COVID-19. Tickets to the Auckland performance sold out in four days.
- Blue Planet II Live in Concert on 9 and 10 April 2021 in the Kiri Te Kanawa Theatre is selling well. This is a partnership with BBC Studios and the Auckland Philharmonia Orchestra.

Auckland Conventions

- February saw a solid month for enquiries for future events, resulting in close to \$400,000 in contract requests. This was slowed by COVID-19 Alert level changes during the month.
- The number of enquiries has increased, with 186 event leads received this month 32% up. The top event enquiry type was for meetings followed by domestic dinners and weddings.

Upcoming activity, key events, initiatives

- Planning is now in progress for participation in two national Conference and Incentive tradeshows. These are The
 Australasian Society of Association Executives in April in Wellington, and Meetings 2021 by Business Events
 Industry Aotearoa (BEIA) in June in Auckland.
- Corporate hospitality packages for *Jersey Boys* are now in market, as is a campaign targeting the lucrative weddings and school ball events market is also in market.

Auckland Stadiums

- 34 commercial events and 59 community events were held at the stadiums in February, with 14,145 attending across all events.
- Mt Smart Stadium hosted five Schools Athletics events in February, attended by over 4,500 students and spectators. Two school events scheduled for early March were postponed. The Junior Pentathlon Champs were held 13 February, with approximately 400 participants.
- Several film shoots were held, the most significant being an international conglomerate filming an advertisement over four days at Western Springs Stadium.
- The Western Springs Speedway NZ Midget Champs qualifying rounds took place 27 January attended by a crowd of 2,417. The NZ Midget Champs finals, scheduled for 28 January, were cancelled due to the AL 3 lockdown.

Upcoming activity, key events, initiatives

- Many events scheduled for February and early March have been affected by the AL3 lockdowns in February. Most notably, the Outerfields Festival is rescheduled for 4 December.
- The L.A.B. concert scheduled for 27 March is progressing well, with ticket sales at 13,594 at the time of writing. Contingency plans are in place for a 17 April concert date if needed.
- The postponed ISPS Handa Premiership Final at North Harbour Stadium will take place on 20-21 March.
- The planned event screening at Mt Smart of the Warriors' season opener in Australia has been cancelled due to ongoing concerns over alert levels and restrictions on patron numbers.
- The Grand Final Night for Speedway is scheduled for 20 March with a modified programme, with the Barry Butterworth Memorial cancelled, as February's qualification races could not be held.
- Management is in discussions with the Waitemata and Auckland District Health Boards on venue requirements for mass COVID vaccination programmes.

To Note

- Speedway's programme this year has been affected by cancellations (three to date). As the current Unitary Plan
 provisions prevent cancelled meetings being run on alternative future dates, there are significant economic
 impacts for the promoter. Speedway's submission to Council for requesting an exemption for rescheduling has
 been declined. Under Unitary Plan rules, Council appears to have no avenue for flexibility for such rescheduling.
- With the postponement of My Chemical Romance, the Outerfields Festival, and existing pencil bookings for the 2021/22 Summer Season, the allowable number of High Noise event dates at Western Springs Stadium provides may well limit programming for the coming year.

• The NZ Warriors have publicly confirmed that their return to New Zealand is delayed until the end of June, at the earliest. Consequently, there will be no Warriors fixtures at Mt Smart in FY21.

Auckland Zoo

- Cobble skinks from the West Coast of South Island are now extinct in the wild and the only specimens left in the world are now in a rescue programme at the Zoo. The 17 births over this breeding season have resulted in a 30% increase in the global population of the species and represent a significant step towards saying the species.
- For the first time in more than a decade, the Zoo has successfully incubated, hatched and hand-reared a tāra iti (fairy tern) through to fledging. This small but very successful collaboration with Department of Conservation for New Zealand's rarest and most endangered bird (less than 40 remain) will hopefully act as a positive catalyst for a new era of intensive management to save this species.
- The siamang gibbons have now been successfully introduced to the Aerial Pathways above the South East Asian Jungle Track.
- Despite the periods of closure and reduced capacity, there were 48,650 visits for the month 4,477 ahead of budgeted visitation target.

Upcoming activity, key events, initiatives

- In early March, the Zoo hosted Conservation Minister Kiritapu Allan for a private tour of Te Wao Nui and the specialist conservation breeding facilities used to support DoC recovery programmes for threatened New Zealand invertebrates, fishes, amphibians, reptiles and birds.
- Working with colleagues in the Auckland Council Biodiversity team, Auckland Zoo hopes to undertake the first-ever reintroduction of zoo-bred black mudfish this autumn. This is a globally threatened species, endemic to the top half of the North Island and in serious decline owing to the loss of its fragile freshwater habitats and the ongoing invasion by non-native predatory fish.

New Zealand Maritime Museum

- 6,635 people visited the Museum's galleries, shop, event spaces and café (for comparison February 2020 visitation was 13,693). YTD visitation is 51,882, compared with 113,281 this time last year, 54% down, on the prior year.
- Supported by the Strategic Tourism Asset Protection fund, NZMM rolled out a pilot programme for a Māori Cultural performance through January and February. These have been well received and represent a growth opportunity. Final number and revenue details are currently pending.
- NZMM's current major project, a multi-year digitisation of its collection, is proceeding well. Supported by Lotteries funding, all staff are now in position and an online portal allowing public access has been piloted. Funding for year 2 (beginning Sept 2021) has been applied for.

Upcoming activity, key events, initiatives

- Panuku has approached NZMM for in principle support for rehousing the broader Auckland heritage fleet in one
 location, on the western side of Hobson Wharf, in association with the Classic Yachts Trust. Having up to 40
 heritage vessels on the Museum's doorstep will greatly improve the approach to the Museum, with opportunity for
 programming and interpretation.
- Talks concerning the future of the Percy Vos shipyard on Wynyard Point are continuing.
- A series of key site hardening works to increase security on Hobson Wharf are being undertaken.

Māori Outcomes

AC36: Significant work has gone into planning the delivery of an outdoor Māori marketplace of art, craft, music and kai in Silo Park on March race days. Due to the changes in COVID alert levels, a decision was made to focus on the weekend of 13/14 March, subject to Auckland being in Level 1. Charles and Janine Williams were commissioned to develop the artwork for the marketplace based on other Māori design features they have completed in the Race Village, to create the continuous thread of Mana Whenua stories throughout the event footprint. Charles and Janine

- will also have an art exhibition in the marketplace, showcasing their world-renowned pieces. The event is being promoted on social media and other channels¹.
- Best of M\u00e4ori Showcase: The Best of M\u00e4ori showcase was rescheduled to 22 April due to lockdown. This will be a
 showcase of M\u00e4ori businesses that are internationally renowned or have aspirations to be globally recognised. The
 showcase is designed in collaboration with Mana Whenua. The event will have a digital presence as well.
- Measurement: Work to measure the Māori Outcomes 2021 programme activities against KPIs is underway, including the AC36 activities with the AC36 PMO.
- Mana Whenua Engagement: A total of six meetings were held with Mana Whenua during the month.

Climate Change & Sustainability

- Auckland Council Groups will be submitting on the Climate Change Commission (CCC) draft advice on the first three emission budgets and emission reduction plan for the government. Auckland Unlimited has contributed to the council group's full submission. This submission to the CCC is is due on the 28th of March.
- The team with Screen Auckland are scoping out the feasibility of a sustainability and emissions assessment of the Screen sector in Auckland/NZ. The local screen industry representatives have been engaged, and we have requested a proposal by ARUP.
- Launched the in-house Tupu Learning Modules on climate change and sustainability. The modules are designed
 to upskill and inform on topics relating to Climate Change and Sustainability, building on our commitment as a
 crossing-cutting theme in our SOI and to Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.
- Toitū Carbonzero certification for the Lantern Festival was not completed due to cancellation of the event, however . we planned for this scenario and have the ability to transfer the Carbonzero certification to another event at no further cost

Financial information for the period ending 28 February 2020

While the year-to-date financial performance is better than anticipated in the Emergency Budget, the negative
impacts on operating revenues due to the February lockdowns have again highlighted we still have real risk to our
financial outcomes for the remainder of the fiscal year.

People

- Rollout is underway for a pulse engagement tool across Auckland Unlimited. The tool that's been selected
 following a needs analysis and evaluation is "Officevibe" which is currently in use across legacy ATEED. The tool
 will enable the management team and leaders to track real time engagement and feedback from employees.
- S7(2)(i) LGOIMA 1987

Project Tuia is progressing to planned timeframes, despite the two recent lockdowns. While workshops have been delayed, meetings with senior leaders and specialists are continuing online. Workshops are happening when alert levels allow. Work has been initiated on other key workstreams around cost and benefit identification. Additional work also initiated to more fully understand a high-level IT landscape.

Commercial & Growth

Temporary digital screens at New Zealand Maritime Museum (on KZ1 structure) anticipated to generate approx.
 \$80K in revenue with partner GO Media. The screens are also promoting content including cultural festivals,
 Auckland Live (Auckland Pride, Auckland Arts Festival, Jersey Boys), Auckland Zoo and Auckland Art Gallery.

Upcoming activity, key events, initiatives

- Auckland Unlimited pop-up space at Britomart Station expected to open 6 April for four months. Programming
 includes daily activity for Music Month in May.
- . Gift card, redeemable at all venues on tickets, food and beverage, and merchandise, readying for a soft launch.

¹ https://www.silopark.co.nz/

- Benchmarking and strategic insights research project commissioned (with MBIE Strategic Tourism Asset Protection Programme funding) to support development of tourism products and strategy for Auckland Zoo, Auckland Art Gallery and New Zealand Maritime Museum.
- Tourism sales plans to include Auckland Unlimited's products on key travel channels including Expedia, HelloWorld, Tripadviser and Campermate, are progressing and will position us well for a share of domestic and Australian travel in the near- to mid-term.

Information Technology

 Cyber Security: Several critical vulnerabilities were removed during the last month. Recruitment for a Cyber Security Lead commenced.

Health, Safety and Security

• There were **15 incidents** reported in February: six visitors, seven employees, one volunteer and one other (client). Of these incidents, **11** were reported from Auckland Zoo (48,650 visitation), two from Auckland Live/Conventions (17,886 visitation) and two from Auckland Art Gallery (16,414 visitation). Total visitation for legacy RFA venues had a decrease of 54,251 from January. It should be noted that Auckland was in COVID-19 Alert Level 3 for four days in February and Alert Level 2 for five days.



RFA attendance

Performance at a glance

Attendance

