# **Board Meeting** Agenda (Public)



9.00 a.m. Wednesday 25 May 2022

Waihorotiu Room, Te Pokapū Aotea Centre

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	Register of Directors' Interests and Rolling 12- Month Board Work Programme	To Note	T&C		
3	Confidential and Public Minutes 27 April 2022, Confidential Minutes 6 May 2022, and Action Tracker	To Approve	T&C		
CE RE	PORT AND PERFORMANCE REPORTING				
4	CE Report, Nick Hill  1. Financial Performance Report 2. Current Operational Risks (RC) <sup>1</sup> 3. Health and Safety Report (RC) <sup>1</sup> 4. Capital Programme (RC) <sup>1</sup> 5. Shareholder Comment Draft SOI (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
SIGNI	FICANT STRATEGIC MATTERS				
6	Tātaki Auckland Unlimited Approach to Funding, Nick Hill <sup>2</sup>	To Discuss	T&C	1.30 p.m.	2 hours
7	Destination Funding, Pam Ford <sup>2</sup>	To Discuss	С		
8	Group Shared Services, Mark Shepherd <sup>3</sup>	To Discuss	T & C		
9	Transformation Project, Mark Shepherd <sup>1</sup>	To Note	T & C		
OPER	OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY				
10	Alo Vaka - Auckland Pacific Skills Shift Initiative, Pam Ford <sup>3</sup>	To Approve	С	3.30 p.m.	1 hour
11	Te Pokapū Aotea Centre Refurbishment Project, Paul Tyler <sup>4</sup>	To Approve	Т		

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

<sup>&</sup>lt;sup>2</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987 <sup>3</sup> S7(2)(f)(i),(h),(i) LGOIMA 1987 <sup>4</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

# **Board Meeting** Agenda (Public)



Item	Subject	Action	Trust/Co.	Start Time	Duration
OPER	ATIONAL AND SHAREHOLDER ACCOUNTABIL	TY			
12	Auckland Council Procurement Plan, Shelley Watson <sup>5</sup>	To Approve	T & C		
13	Delegated Authority Policy Amendment, Justine White <sup>6</sup>	To Approve	T & C		
	Close of Meeting			4.30 p.m.	

<sup>&</sup>lt;sup>5</sup> S7(2)(f)(i),(h),(i),(j) LGOIMA 1987 <sup>6</sup> S7(2)(f)(i) LGOIMA 1987

## Board Meeting Agenda (Public)



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

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

- (a) protect the privacy of natural persons, including that of deceased natural persons; or
- (b) protect information where the making available of the information—
  - (i) would disclose a trade secret; or
  - (ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
- (ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the Resource Management Act 1991, to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or
- (c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—
  - (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
  - 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	Cricket 2021 Limited (Director)     Generate Global (Director and Shareholder)	Aktive – Auckland Sports & Recreation (CEO)	
Alastair Carruthers	Non-Executive Director	Homeland NZ Enterprises Ltd (Director and Shareholder) Homeland NZ Trading Ltd (Director and Shareholder) Carruthers Consulting Ltd (Director and Shareholder) Cornwall Park Trust Board (Trustee) Services Workforce Development Council, Tertiary Education Commission (Council Member) Auckland Regional Amenities Funding Board (Board Member) Auckland War Memorial Museum Trust Board (Trustee) 30 Madden Body Corporate (Chair)		<ul> <li>Following the voluntary liquidation and dissolution of the Auckland Showgrounds (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)	<ul> <li>Prior to Jen Rolfe's appointment to the RFAL Board, Rainger &amp; Rolfe provided some marketing services to RFA.</li> <li>Rainger &amp; Rolfe is providing marketing services to Watercare.</li> <li>Rainger &amp; Rolfe is providing marketing services to Martin Jenkins (occasional Auckland Unlimited consultant).</li> <li>Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)</li> </ul>
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)	Registered Celebrants of Aotearoa (Member)     Microsoft New Zealand Limited (Channel Sales Manager – Global Partner Solutions)	

Ngati Ruanui Tahua Limited (Shareholder)
Ngati Ruanui Fishing Limited (Shareholder)
Ngā Whaotapu (Trustee)
Meremere Marae Charitable Trust (Trustee)
Stanmore Bay Primary School (Trustee)
Tahu Hikuroa Foundation (Trustee)
Indigenous Growth Limited (Advisory Board Chair)
Massey University Executive Education (Advisory Board Member)
Digital Advisory Board of MIT (Advisory Board Member)
University of Auckland Māori Alumni (Trustee and Chair of Executive Committee)
Sarcoma Foundation NZ (Board member)
Child Cancer Foundation (Board member)
Ronald McDonald House (Board member)
Tourism Innovation Hub Development Advisory Group (Member)



May 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	<ul><li>Q3 Performance Report</li><li>Q3 Risk Report to Council</li></ul>	CEO Report     Annual insurance renewal     Auditor engagement and fees FY22-24	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	Joint Board and Destination Committee meeting (25 May)	Destination Committee – 25 May     Board Meeting – 25 May
Jun-22	Recommendation for MOTAT Boards appointments	CEO Report	Board Meeting Strategic Focus: Investment and Industry     Group Shared Services     Transformation Project Update	Capital Projects Committee – 2 June     Board Meeting – 29 June



May 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 (AUL and Trust)</li> <li>Q4 Risk Report to Council</li> </ul>	CEO Report	Joint Board and Destination Committee meeting (27 July)     Board Meeting Strategic Focus: Arts, Entertainment and Events	<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	Q1 Performance Report     Public Board meeting to SOI performance for Year Ended 30 June 2022	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 Tataki Auckland Unlimited - 25 May 2022

#### 1. Introduction

- On 13 May, we officially launched our new bilingual name, Tātaki Auckland Unlimited. Auckland Unlimited Limited legally became Tātaki Auckland Unlimited Limited and Regional Facilities Auckland Trust become Tātaki Auckland Unlimited Trust. As we explained to staff - our name establishes a tangible and emotional connection between our people and the community we serve, recognizing the equal weight and importance of Te Reo Māori as an official language and our Tiriti-based commitments to Māori; and reinforcing the importance we place on cultural leadership and economic development.
- Following the executive team all-day planning workshop held last month, we have launched the development of three-year strategic plan for TAU. This will be a highly inclusive process over the next two months involving ELT and the Senior Leadership Team (Tier 3 and some Tier 4 roles) on an opt-in basis. The board will be kept up to date as this develops.

#### 2. Strategic Projects On track Issues - mitigations in place







At risk - action required

Project	Update	Next Steps	Status
Screen Revenue: Generating activity to maximise studio lease revenue.	S7(2)(f)(i),(h),(i) LGOIMA 1987	We continue to work with NZ Film Commission on attraction pipeline.	
Reimagining Tāmaki Makaurau Auckland: A 50- year vision for Auckland – led by Koi Tū.	Ongoing engagement with Koi Tu, Council and private sector about next steps.	The next step of publicising the Koi Tū report released is at Auckland's Future, Now summit on 24 May.	
Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.	Strong coverage of the opening of the border to all visa waiver countries happened on 2 May. TAU, TNZ and AIAL delivered a strong welcome at the airport.	Refresh TAU 'reopening to the world strategy' based on new border settings and dates.	
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.		Engage industry on future funding models.	

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





		S7(2)(f)(i),(j)LGOIMA 1987	
Single Stadium Operator: Responding to CCO Review recommendation.	Further progress made on some components of the potential SOSA entity		
S7(2)(f)(i),(h),(i) LGOIMA 1987			
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.		Continue exploration of various funding models.	
		S7(2)(f)(i),(h),(i) LGOIMA 1987	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.		S7(2)(f)(i),(h),(i) LGOIMA 1987	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	1st Hui held in early March for sector leaders, followed by very successful workshop on Koi Tu report on 17 April.	A second Cultural Leaders Hui is to be held on 1 June, with a focus on sustainability.	
AC 37/ETNZ Base:		S7(2)(f)(i),(h),(i) LGOIMA 1987	

## 3. Delivering on the Statement of Intent

## Cultural Organisations Rōpū

SOI Programmes	Update
Cultural	Strong programme of activity planned for second half of 2022.
Organisations	Some key issues remain of concern – broader trends, impacts of staffing, rising costs,
Overview	delays, and the slow burn return of tourism and associated revenue and visitor
	numbers. However, there are encouraging signs around future interest and bookings.
	The shift to the Orange traffic light in April has proved invaluable, with associated
	resumption in programme and events and heightened visitor numbers. School holidays

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





	have had a key impact, and there has been broad reporting within the rōpū around
	strengthening visitation.
	<ul> <li>Existing working groups include a joint Matariki programme group and the work on the shared events calendar.</li> </ul>
Auckland Art	Pacific Feminisms, Creative Learning Centre and Heavenly Beings exhibitions opened in
Gallery	April, with good media coverage and visitor feedback.
	Gilbert & George Exhibition freight has been held up through Ports of Auckland,
	shortening the exhibition by a number of weeks – artists' visit to be rescheduled.
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(2)(f)(i),(h),(i) LGOIMA 1	
	<ul> <li>Average Daily Visits YTD – 696 pax. Visitation for April was 40% of forecast due to impacts of COVID-19 and confidence returning to the CBD over school holiday period,</li> </ul>
	with a projected total visitation of 172,000 for FY22.
Auckland Zoo	The Zoo welcomed 81,494 visitors in April (approximately 60K during the school holiday)
Additional 200	period) the second biggest April on record, third biggest month in the last 6 years.
	Burma the elephant's cancelled transfer to Australia Zoo and the arrival of Sali, the
	Sumatran tiger from Hamilton Zoo, contributed to very strong media presence in April.
	There were 106 direct stories in the media for the month, equivalent to a cumulative
	audience reach of over 10 million, with an Advertising Space Rate of NZD\$1.2m.
	• Despite the ongoing challenges of COVID-19, the Southeast Asia Jungle Track (SEAJT)
	reached a significant milestone in the last week of April with the issuing of Practical
	Completion (PC). With PC achieved on time, the overall forecasted project costs are now
	confirmed on budget. The last set of major infrastructure works associated with SEAJT
	are set to commence in early May and forecasted to be complete in June.
	<ul> <li>A small number of schools (207 learners) returned to the Zoo for the first time since</li> </ul>
	August for practical learning sessions. The online learning programme has continued
	with the team connecting with 850 students across multiple sessions.
	Since 2013, the Zoo has hosted zoo-keeping interns from around Aotearoa and the
	world. This month saw the graduation of seven students who completed 6 months of
	practical work, lectures, research and conservation fieldwork. Over the last 9 years, this
	programme has provided numerous graduates with their first step on the ladder in a future career in zoos and conservation.
	Many content training sessions for Visitor Operations staff and Volunteers during the
	month, ahead of the opening of the new tiger habitat and for the interactive public
	programme activation for the school holidays.
	With the easing of COVID-related restrictions, the animal teams have been able to
	return to crucial conservation fieldwork. Over 332 hours of work were carried out during
	the month on projects in Auckland, the Coromandel and Pureora.
	• The Zoo launched the '100-year timeline' on the centenary microsite with content from
	1910-1930s. Content telling a visual history of the Zoo up to the present day will now
	gradually be rolled out over the coming months.
Auckland	With the return to Orange, there is a noticeable upswing in event activity across the
Stadiums	stadia including sport, concerts, and functions.
	The Lilypad concert at Lilyworld on 8 May was the inaugural music event at the new
	venue. Delivered through the Local Activation Fund, the event drew a capacity 2700
	crowd. The venue and event concept raised \$14,130 for MusicHelps. This successful
	event has further driven promoter enquiry for Lilyworld.
	Harry Styles' March 2023 concert at Mt Smart went on sale in late April.

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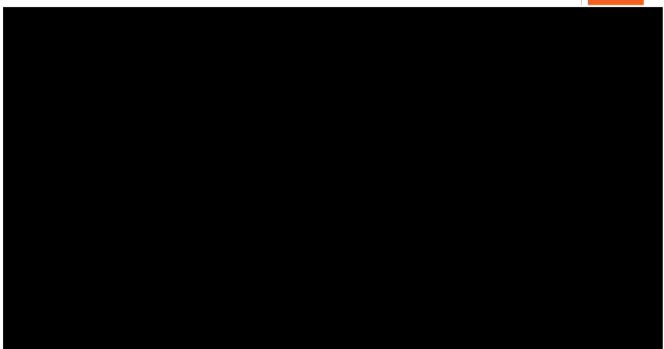
	More major
	summer concerts expected to be announced over the next six weeks.
	·
	Attendance at Moana Pasifika's matches at Mt Smart
S7(2)(f)(i) LGOIMA 198	Super Rugby
	has been struggling to draw crowds and Moana Pasifika has been hard hit with COVID
	deterring attendance by the Pacific community. Management is working with Moana
	Pasifika on strategies with a focus on improved engagement for the 2023 season.
	North Harbour Stadium hosted a FIFA delegation on 15 May as part of the venue
	inspection process ahead of the Stadium being a match venue for the FIFA Women's
	World Cup Play-off Tournament in February 2023 and a training venue for the main
	tournament later next year.
	Auckland Stadiums has received \$200,000 from the Local Activation Fund. This will be
	applied to deliver a community sports day for grass roots supporters of the Vodafone
	Warriors and Moana Pasifika with music talent supplied by Eccles Entertainment.
New Zealand	NZMM Masterplan continues in its stakeholder phase – a positive meeting was held
Maritime Museum	with Eke Panuku Development Auckland. The next stage hui will be held with mana
Wandine Wascam	whenua representatives, and specific working groups.
	April saw the strongest visitor numbers for NZMM since the beginning of COVID-19. All
	school holiday programmes were well subscribed, and the Reactivate voucher
	programme, plus increased capacity under Orange, saw strong sailing numbers.
	School bookings are resuming – along with the suspended school sailing programme –
	in Term 2, and forward bookings have the museum education fully booked.
	I Am Island And Sea exhibition had a strong final month, justifying the extension of its
	dates to end post April school holidays. The museum's next major exhibition has been
	delayed to late 2022 due to staffing and supply chain issues, with a smaller low cost
	photography exhibition being interpolated into the programme to fill the gap.
Cultural Sector	Advertising for Board members for MOTAT closes on 25 May. Panel interviews will be
Partnerships	held at the end of June.
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	S7(2)(f)(i),(h),(i) LGOIMA 1987
Property	57 (2)(1)(1)(1)(1) ESSIMIT 1767
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	S7(2)(f)(i) LGOIMA 1987
	Detailed planning around the FY23 Capital Programme is progressing well and expected  to be an expected.  The programme is progressing well and expected.
	to be ready for consultation late May.
	The receipt of the remaining Body Corporate funds marks the completion of the Bruce
	Mason Subdivision process.
Security	•
S7(2)(f)(i) LGOIMA 19	It is assessed that as more staff, visitors and
-/(-/(-/-) 1001111111	events return to our venues we will continue to see an increase in this area.
	The team is collecting this information and will turn it into intelligence/trends to inform
	TAU rōpū of high-risk sites/areas for security purposes.
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<sup>4 |</sup> Chief Executive Report





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



Total Visitation	Actual April 22	Budget April 22	Variance	Comment	Status
Art Gallery	17,163	39,875	(22,712)		
NZMM	6,605	9,491	(2,886)		
Stadiums	5,918	48,461	(42,543)		
Zoo	81,494	75,401	6,093		
Total	111,180	173,228	(74,234)		

#### Arts, Entertainment and Events Rōpū

	SOI Programmes	Update
	AEE - General	Citywide Event Calendar project integrated into Project Synergy to maximise resourcing and align outcomes.
S	7(2)(f)(i),(h) LGOIMA 19	98
	Auckland Live	
S	7(2)(f)(i) LGOIMA 1987	International contemporary music and comedy artists have had a strong sales start since the move to Orange. Over the winter period we will deliver 83% of live performance activity compared to same period in 2019,
S7	(2)(f)(i),(h) LGOIMA 19	87
		<ul> <li>Initiation of commercial partnership opportunities with accommodation sector to reduce cost structure for international productions and mitigate TAU risk in JV productions.</li> </ul>
	Auckland	36% increase of enquiries April compared to March 2022.
	Conventions	<ul> <li>Over the Winter period (June – August) forecast events in comparison to 2019 represents 20% largely due to non-availability of Shed 10 which is under repair. Several strong pencils are likely to convert into short lead as businesses build confidence.</li> </ul>
	Major Events	<ul> <li>Four remaining events in FY22, Synthony (21 May), Doc Edge (1 June – 10 July), Auckland Esports Open at Armageddon (10-12 June) and Kiwis and Kiwi Ferns vs Tonga</li> </ul>

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





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		•	(25 June). Combined the events are forecast to generate visitor nights and in GDP for the region.					
	S7(2)(f)(i) LGOIMA 19			_				
		<ul> <li>Cancelle</li> </ul>		•	e) represent in lost visitor ni	_		
	S7(2)(f)(i) LGOIMA 19				ckland Boat Show, New Zealand Fa	· ·		
				•	ne Harbour, SPLORE Music & Arts Fe	estival, Round		
		,	, Pasifika Festi					
					ancial year and beyond, forecast to g			
S7(2	2)(f)(i),(h),(i) LGOIMA 1		visitor nights ar			•		
					ent for the 2023 ASB Tennis Classic	and mitigate		
			TA shifting eve					
		<ul> <li>Superca</li> </ul>	rs have incurre	d an additional	US freight cost due to ma	arket changes.		
S7(2	)(f)(i),(h),(i) LGOIMA 19	87						
	FIFA Women's	<ul> <li>FIFA's Se</li> </ul>	ecretary Genera	al, Fatma Samo	oura, hosted in Tāmaki Makaurau.			
	World Cup 2023	<ul> <li>Auckland</li> </ul>	d announced as	s the host city f	or Official Draw, at Aotea Centre on	22/10/22		
		<ul> <li>Host City</li> </ul>	Host City Steering Group meeting held and risk workshop scheduled for May/June.					
	Auckland	<ul> <li>29 new</li> </ul>	29 new business event enquiries in April. Forecast potential estimated impact value of					
	Convention	\$3.58m	\$3.58m, generating 27,887 visitor nights from 8,603 attendees.					
	Bureau	• 11 new	11 new event confirmations received in April expected to generate 3,499 visitor nights,					
		2,180 a	2,180 attendees and a total estimated economic value of \$1.63m.					
			_		nventions and NZICC to leverage Too			
					rial and pursue a partnerships-base	d approach		
		with TNZ	to ensure stra	tegic business	event investment.			
	KPIs	Actual YTD	Budget YTD	Variance	Comment	Status		
					S7(2)(f)(i),(h) LGOIMA 1987			
	Number of Events	337	787	-450				
					S7(2)(f)(i),(h) LGOIMA			
	Total Attendance	208,201	558,242	-350,041	1987			

## Investment and Industry Rōpū

	SOI Programmes	Update
S7(2)(f)(i	<b>l&amp;l General</b> i),(h),(i),(j) LGOIMA 1987	
	AFS Studio Build	The Board is updated weekly on this project. In summary, the project continues to progress while managing COVID-related challenges.
	Regional Business Partner Programme	S7(2)(f)(i),(h),(i) LGOIMA 1987
'	Activate Tāmaki Makaurau	<ul> <li>In Project Close phase. The \$60m business support package consisted of 3 workstreams:</li> <li>Business Advice and Implementation grants: 12,845 registrations were received. This included 1252 Māori businesses (10%), and 1062 (8%) Pacific businesses. 6235 Business Advice applications were approved, and 6491 Implementation grant applications were approved. Contract delivery by service providers</li> </ul>

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





Reactivate Tāmaki Makaurau	continues, and payments to providers is expected to be complete by August. NPS is tracking at +65  The Community Platform has 3,680 users, with 700 (18%) active. Business Helpline daily call numbers have slowed to 20-25 (just under 200 a week). The platform is delivered by EMA under subcontract.  First Steps, Health and wellness website and services. Online resources remain in strong demand on the self-directed website for business owners, with more than 39,000 being downloaded to date.  All registrants have now received a voucher and the programme has closed in terms of voucher allocation. Vouchers can be used up until 30 June. A total of 105,830 vouchers were distributed and to date just under 440,000 bookings made.  The Steering Group met on 4 May to review applications made to the Local Activation Fund (\$3m was approved) and the Discount Scheme (more than \$1m) from the Discount Scheme. The last round of approvals will take place on 17 May.  Stay Auckland Campaign went live on 2 May, partnering with 60 accommodation providers to encourage domestic visitation, particularly in the city centre. Strong
	website traffic recorded in first week, booking figures to come.
Skills & Workforce	Project Ikuna (Pacific Skills Shift):  Contracts for Upskills & Zeducation have been issued for development of microcredentials. 6 new micro-credentials to be developed, e.g., Future Ready Introduction to Leadership, Future Ready Kaitiakitanga  Participants enrolled since July 2021: 396 (Completed = 153; In Delivery = 243)
Innovation Precincts	<ul> <li>GridMNK welcomed residents back into the Coworking space from 2 May. Activations have resumed, with the Tukua entrepreneurship programme holding its first in-person gathering for 2022.</li> <li>Soft launch of Tāmaki Innovation Hub the newest member of the Innovation Precincts network, developed in partnership with Tāmaki Regeneration Company.</li> <li>June - The Tech Tāmaki Makaurau plan and a raft of tech related events scheduled.</li> </ul>
Visitor Economy	<ul> <li>Auckland is Calling: Phase 2 of the campaign targeting domestic travellers began late March and is extended until late May. Australian market activity is now live and will run through June. Auckland is Calling trade event was held in Sydney 11 May, with 14 AKL operators attending – excellent feedback from Auckland operators.</li> <li>Border reopening activity – We have representation in North America to ensure a strong Auckland presence amongst key travel sellers and assist with pitching for Business Events and Incentives. Contract in place till end of October.</li> <li>Regional Destination Management plans: Consultation has begun on the Matakana Coast Plan. Final consultation competed on Aotea/Great Barrier. Waiheke continues.</li> <li>TRENZ is now a hybrid event – online over 2 days and a networking function on 25 May to be held at the Town Hall. TAU has supported, via the Regional Events Fund.</li> <li>Media results include coverage for Auckland on Lap of Luxury and A New Zealand Food Story. Both airing on prime channels and on demand in New Zealand and will be distributed globally as well.</li> </ul>

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





#### Low Carbon Economy and Climate Response

- Climate Innovation Hub (CIH): on track to launch in August.
- Tātaki Auckland Unlimited's operational GHG Emissions: The emissions audit has
  been booked in with Toitū for August. Preparation for the audit is underway, involving a
  materiality screening for all potential emissions and responding to the scope and
  boundary requirements in the new standards. A staff commute survey has been
  developed with Auckland Transport. A metering report for the facilities and assets has
  been produced, with recommendations to be actioned in the coming months.
- Taskforce on Climate-Related Financial Disclosure (TCFD): We continue to contribute to the Auckland Council working group for TCFD. Preparation for this year's voluntary disclosure is underway.

KPIs	Last month	This month	Comment	Status
Screen Attraction Enquiries				
	S7(2)(f)(i),(h)	(i) LGOIMA 1987		
RBP R&D Grants	4x grants \$43,110	4 grants \$565,151 Getting Started 3 @ \$8,540 Project 1@ \$556,611	R&D Approvals YTD 65 @ \$2,353,961.50 R&D Approvals YTD 70 @ \$3,141,042.34	
RBP Business Capability/Tourism Transition Funding	\$225,858	\$39,040	Total Voucher Allocation YTD \$2,809,377.25 RBP/CRM Assessments YTD 1153 RBP Registrations YTD 2508	
ACTIVATE Tāmaki Makaurau approvals	5006 approvals \$18.02M	2811 approvals \$10.69M	YTD 12,750 approvals \$43.4M committed (completed on 22 April)	

#### Māori Outcomes Ropū

SOI Programmes	Update
Te Matatini	<ul> <li>Since the new Senior Project Coordinator started in April we have held two council wide hui for Te Matatini. At these hui, the wider council group was able to whakawhanaungatanga, seek opportunities to cross collaborate and on the 6 May hui meet with Carl Ross (Executive Director of Matatini) to be inspired by his leadership and vision for the festival. We continue to attend and participate in fortnightly Tāmaki Makaurau Senior Kapa Haka Hui to feedback council activities and stay open for opportunities to meaningfully engage with them as they also prepare for Te Matatini.</li> <li>Tātaki Auckland Unlimited to date has contributed</li> </ul>
Tāmaki Herenga Waka Festival	

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





	TAU Māori Outcomes Plan - Te Mahere Aronga	<ul> <li>Work continues on establishing a formal delivery and monitoring mechanism for the plan that runs across all our business units and rōpū. There is a core group of leaders and staff being nominated to guide this.</li> <li>Highlights</li> <li>Kia ora Te Umanga- Māori Business, Tourism and Employment: A focus on building capability with Māori small to medium businesses for Kainga Ora contracts; round two Local Activation Fund and Discount Voucher Scheme applications reviewed, advice and input into the development of Youth Employment Roadmap.</li> <li>Kia ora te Taiao: Draft IMSB report regarding film issues and film sector emissions strategy prepared, led engagement with Mana Whenua entities about the issues with the Auckland Unitary Plan and Sites and Places of Significance to Mana Whenua.</li> <li>Kia ora te Kaunihera: Report backs and monitoring of funded projects from the Māori Outcomes Steering Group (Wayfinding, bilingual signage, Māori information portal proposal for tourism and events).</li> </ul>
	Project Ingoa	<ul> <li>The new name, Tātaki Auckland Unlimited, is supported by a tohu design system derived from the kaupapa of the name and the organisation. The design work is being undertaken by Māori design agencies</li> <li>\$7(2)(f)(i),(h) LGOIMA 1987</li> <li>A communications strategy is in place to advise key stakeholders of the name change, and to inform and engage our people.</li> </ul>
	Whāriki Māori Business Network	
S7(	2)(f)(i),(h),(i) LGOIMA 1	987
	TAU Māori outcomes advice	<ul> <li>Work with the TAU Climate Innovation and Sustainability Team to review and recast the position descriptions, job sizing, and recruitment collateral and channels for promotion.</li> <li>Feedback and interview as part of the Critical Incident Tool review process.</li> <li>Review and feedback provided to the Pasifika Festival Growth Strategy.</li> <li>Review and input provided to the initial rounds of intervention logic mapping for Kia ora te Umanga and Kia ora te Hononga.</li> </ul>

## 4. Corporate

## **Marketing and Communications**

Workstreams	Update
Brand	<ul> <li>Tātaki Auckland Unlimited taiaha tohu created for brand assets including websites, social and launch video.</li> <li>Developed content for City Nation Place Americas conference on the role of Māori</li> </ul>
	culture in Tāmaki Makaurau's place brand.
	Refreshed Auckland's Future, Now creative assets including a new opening video.
S7(2)(f)(i)LGOIMA 1987	tohu and brand assets finalised.
Communications	Key projects for which communications planning support and activities were provided:
	FIFA Women's World Cup 2023 - Official Host City Draw announcement (13 May).
	Screen Auckland – briefing to Planning Committee Chair and councillors relating to Sites
	and Places of Significance to Mana Whenua impact on screen.
	Taste of Pasifika Festival 2022 – media pitching and confirmed coverage. Completed
	filming of 30th anniversary interviews with Village Cultural Advisors.

<sup>9 |</sup> Chief Executive Report





	Elemental AKL 2022 – launched and coordinated announcement with Auckland						
	Council's City of Colour campaign.						
	Auckland's Future, Now - Communications and Media plan finalised.						
S7(2)(f)(i) LGOIMA 198							
	Latest announcements including New Zealand Music Month shows and events, Chess –						
	the Musical. Sarah Mulligan (sold-out first show) to name a few.						
Media	Key external communications and media coverage for April were:						
	Celebrating the Aotea Centre refurbishment.						
	Contribution to NZ Herald's Project Auckland supplement.						
	Further media commentary on the Reimagining Tāmaki Makaurau Report.						
	Media management following the news that Auckland Zoo's elephant, Burma, will no						
	longer move to Australia Zoo; new tiger arrival at the Zoo.						
	Announcing Taste of Pasifika, publicity for Lilyworld, and other events, festivals and						
	school holiday entertainment across our cultural organisations and venues.						
	The future of Auckland Showgrounds lease, legal challenge.						
Marketing	Screen Attraction -International campaign underway with LA (Cannes, World of locations).						
	Creative Auckland 2030 strategy in final stages of design to support digital access and in						
	person event at the end of May.						
	Developed marketing campaign for launch of Tech Tāmaki Makaurau.						
	Business marketing to support Aerospace, EMEX and Digital Manufacturing Lite pilot.						
	Smart Move: Auckland talent attraction new content strategy implemented – overall						
	page views were up 37.20%, blog traffic was up +24.34%, social impressions up						
	+107.61% and engagement up 158.70% on previous 2 months.						
	Stay Auckland Now accommodation campaign launched.						
	Planning promotion of approved Local Activation Programme and Discount Programme						
	events and activations to take place before 4 July.						
External relations	21x Joint CCO Local Board Engagement Workshops complete at 12 May. Work						
	programmes for the 21x engagement plans due 27 May.						
LGOIMAs	LGOIMAs in progress:						
	New requests:						
	<ul> <li>via fyi.org re: businesses and service providers which received support/funding via</li> </ul>						
	Activate Tāmaki Makaurau.						
	- New NZTU annual request to all Councils for payments to any chamber of commerce,						
	LGNZ and SOLGM.						
	- cost of Koi Tū contract for Reimagining report; decision-making and procurement						
	processes.						
	- visitation and public funding to the cultural institutions.						
	- from Stuff for emails between Auckland Zoo and Australia Zoo re its decision to						
	renege on re-homing the elephant Burma.						
	LGOIMA finalised in the month						
	Stuff journalist regarding Activate Tāmaki Makaurau support programme.      Spinoff journalist regarding the Evplore Tāmaki Makaurau support programme.						
	Spinoff journalist regarding the Explore Tāmaki Makaurau voucher programme.  Tātaki Augustus data viitking response to a Council group required appropriate.						
	Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a response to a Council group request comparing      Tātaki Auckland Unlimited data within a						
	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.						





KPIs	Last month	This month	Comment	Status
Page views of brand home	684	877	New staff accessing brand home for induction. Increased CCO engagement with brand home.	
Download of brand assets	1376	1247	Assets predominantly used by creative agencies and kaimahi for campaigns and communications.	
Pieces of media coverage mentioning AUL	243	208	This had a cumulative potential reach of 15,006,942 and an ASR of NZD \$2,393,132.	

#### People

Workstreams	Update					
Wellbeing	<ul> <li>We have recently confirmed changes to our COVID-19 Vaccination Policy – removing the vaccine mandate and moving to a position where vaccination is strongly recommended.</li> <li>As part of our ongoing wellbeing series for our people, we had two sessions delivered in April covering Team Care and Resilience. 97 employees attended both webinars.</li> </ul>					
Recruitment	• Annual turnover to year end April = 17.5% (up from 16.5% in March). 13 leavers in April.					
Remuneration	Tight recruitment market is placing pressure on retention measures for specialist and indemand roles. Increased expectations to increase salaries for any internal job changes, as part of structural changes.					
Metrics	March	April	Comment	Status		
Engagement (Officevibe)	7.3	7.2	0.1 point changed to our engagement scores this month but participation has increased by 13%. Continuing to			
Participation in Officevibe	53%	66%	monitor both result and feedback comments for trends.			

## **Health and Safety**

Workstreams	Update						
H&S Committees	<ul> <li>In April, Victoria Street, Auckland Zoo, NZ Maritime Museum, Auckland Art Gallery, and Auckland Stadiums held H&amp;S committee meetings. The H&amp;S Team are working to revitalise our Employee Engagement Forums from May 2022.</li> </ul>						
Health and Safety Performance Indicators	<ul> <li>The reporting process to capture our H&amp;S metrics has been created to facilitate the future reporting of H&amp;S performance through Lead (what is done to improve safety) and Lag (incidents which have occurred) indicators. Initial metrics for Lag have been calculated and will be in future H&amp;S reports.</li> </ul>						
Training	Workshop on H&S Consultation and Participation requirements held with Health and Safety team. This will enable the refresh of the forums to be consistent across TAU.						
Contractor Management	The Contractor Management process continues. Draft Standard, Procedure and Tools to achieve currently in development.						
Risk Management	<ul> <li>Project to identify and implement systematic control of critical risks continues. The Risk Registers for each R\(\tilde{\phi}\)p\(\tilde{\phi}\) are under development with the Operations Teams. Once completed this will be consolidated to develop a TAU and individual r\(\tilde{\phi}\)p\(\tilde{\phi}\) Risk Register.</li> </ul>						
Health & Safety Report	Health and Safety Report can be found in the Resource Centre.						
Incidents	Last month	This month	Comment	Status			
Notifiable (to WorkSafe NZ) incidents	0	1	Riskmanager #1272789 – Visitor to the zoo slipped down ramp. Fracture to ankle.	Investigation concluded.			

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Total Recordable (Lost Time/Medical)	1 2		Riskmanager #1275490 – 3 steel beams rolled onto contractor's leg while he was walking between stacks 450mm high to hook up a load. Investigation in progress with Contractor.  Riskmanager #1272444 - Staff member leaned down to saw a branch and did not see a protruding twig. The twig caught the cornea of his right eye. Investigation concluded.	Investigation Open.
High Potential Incidents	-	1	Riskmanager #1274597 - An emu attempted to kick a zoo guest who had been escorted into the emu enclosure by a keeper. Investigation in progress.	Open
Minor incidents 11 20		20	17 minor incidents were reported in April. All were treated with First Aid.	

#### Digital

	Workstreams	Update							
	Shared Services	•							
S7(	2)(f)(i),(h),(i) LGOIMA	1987							
	Cybersecurity Strategy and Governance	l	See monthly dashboard.  Additional reporting will be provided through the Risk Committee and Risk Register.						
	People	recruitin	The Digital Resource Wallet has now been signed off and we are in the process of recruiting 16 positions, across project delivery, testing and architecture, in a tight and inflated New Zealand labour market.						
	Finance	<ul> <li>A cross TAU Digital budget is being created for FY23 where all Digital spend will be managed through a centralised team with the requisite skills.</li> </ul>							
S7(2	Data and Integration platforms )(f)(i),(h),(i) LGOIMA 1	987							
	Projects	We are facing challenges implementing the enterprise-wide ticketing solution that we have selected, and may need to go back to market.							
	KPIs	Actual	Target	Comment	Status				
	Cybersecurity posture	2.0	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.					
	'Lights on' system availability	99.99%	99.9%						
	Customer services	6.5 days	10 days						
	Project delivery	80%	85%	Measurement – on time and within budget.					

#### **Finance and Corporate Services**

Workstreams	Update
Finance	April YTD performance represents a significantly lower level of council funding than budgeted (\$11.2m).





S7(2)	(f)(i),(h) LGOIMA 1987	<ul> <li>YTD revenue shortfalls in Cultural Organisations and Arts, Entertainment and Events rōpū, are largely offset by cost savings and wage subsidies received until December. I&amp;I net cost is also lower than budget with impacts affecting both revenues and costs.</li> <li>Capital spend continues to run behind budget due to COVID conditions and operational constraints, including ongoing supply chain impacts.</li> </ul>
		<ul> <li>Performance impacts are driven primarily by revenue/gross margin at risk over December to March period, and stem from traffic light settings, event cancellations and public response to being able to get out and about/behavioural hesitancy to participate in groups. Additionally, timing differences between grant receipts and expenditures have similarly impacted on FY22 forecasts. Work is continuing with Council to confirm potential FY22 costs to be deferred to FY23 (Deferrals).</li> </ul>
	Risk	S7(2)(f)(i),(h),(i),(j) LGOIMA 1987
	Planning	Draft FY23 Annual Plan, with proposed change requests, was provided to the Auckland Council Planning Team on 25 February. Finance is continuing to work with Council on the review of the annual plan and change requests.
	Statement of Intent	<ul> <li>We have received shareholder feedback on our Draft Statement of Intent. The full feedback letter can be found in the Resource Centre. Specific feedback relates to the inclusion and updating of some KPI targets. We will work with council on this feedback and a proposed final SOI will be brought to the Board for approval in July.</li> </ul>
	Procurement	<ul> <li>The single organisation-wide procurement process is implemented and working well.</li> <li>The team has yielded a year-to-date quantifiable contribution of just over \$1.3m (savings of \$841k and avoided costs of \$519k), this excludes the unquantifiable benefits the team provides.</li> <li>Continuing to make progress with progressive procurement, working alongside Amotai we have spent \$506k YTD with Māori vendors.</li> </ul>
	Organisation Design	The restructure to a single Finance department is commencing shortly, after being delayed due to the lockdown.
	Resource Centre Reports	<ul> <li>Financial Performance Report</li> <li>Current Operational Risks Report</li> <li>Capital Programme Report</li> <li>Shareholder Feedback on Draft Statement of Intent – Letter from Mayor</li> </ul>



## 5. Transformation Programme

Key Workstreams (Q3/Q4)	Update of work in progress in Q4	Key tasks, Risks, Issues
Leverage merger and drive further integration	Complete implementation of Tuia recommendations that were placed on hold or scheduled for FY23  S7(2)(f)(i) LGOIMA 1987	Outcome: I&I and Marcomms consultation underway. Remaining functions to complete: Security, Māori Outcomes, Finance, AEE, H&S
	ELT tasked the C&T team to work with Cultural Organisation and Arts, Entertainment and Events to identify how we can operate in a more integrated manner, fully leverage the benefits of the merger and define an operating model that is agile and connected. Review follows the value stream	Outcome: 5 current state workshops completed. Significant opportunities identified across People, Process, Systems and Data. IT current landscape mapped and future landscape drafted. Planned completion 10 June with findings, recommendations, roadmap, benefits, investment and risks for submission to ELT decision-making.
	Finance migration to SAP of Ungerboek (UB) event and non-event related financial activities	Outcome Current state and process mapping completed. Future state development in progress. Developing user stories by mega process for Council ICT team to build functionality from July
Lifting Capability	Project management competence	Training commenced of 4 half-day session with 1st cohort of 15 staff from across TAU.
Council Group Shared Services	Refer separate paper	



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

# Auckland Unlimited – Financials

For the period ending 30 April 2022

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



## **Direct operating performance**

(\$ million)		FY21		FY22 YTD		FY22
	Notes	Actual	Actual	Adjusted Budget	Variance	SOI Budget
Net direct expenditure	Α	86.9	86.8	98.0	11.2	107.8
Direct revenue	В	81.7	81.9	73.3	8.6	88.0
Fees & user charges		24.3	11.8	31.8	(20.0)	39.5
Operating grants and subsidies		27.1	51.4	14.0	37.4	16.8
Other direct revenue		30.3	18.7	27.5	(8.8)	31.7
Direct expenditure	С	168.6	168.7	171.3	2.6	195.8
Employee benefits		75.3	68.5	68.0	(0.5)	80.8
Grants, contributions & sponsorship		9.3	36.1	12.0	(24.1)	12.6
Other direct expenditure		84.0	64.1	91.3	27.2	102.4
Other key operating lines						
AC operating funding		96.0	87.3	98.0	10.7	107.8
AC capital funding	D	46.4	31.0	46.2	15.2	56.7
Working Capital Fund repayment		-	(0.2)	0.0	(0.2)	0.0
Capital Grants paid to RFA Partners		1.1	0.1	0.0	0.1	0.0
Capital Contributions		0.0	0.6	0.0	0.6	0.0
Depreciation		39.0	32.4	37.8	5.4	45.7
Donated Artworks		2.2	0.9	0.0	0.9	0.0
Net interest revenue (expense)		0.2	0.2	0.1	0.1	(0.1)



## 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 favourable due to Activate and Reactivate Tamaki Makaurau grant funding and wage subsidy receipts, offset by a reduction in visitor and event revenues resulting from the COVID restrictions.
- **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. These are offset by the costs of the Activate and Reactivate Tamaki Makaurau programmes.
- **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 final months of the year as COVID restrictions ease, 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 previous border uncertainty a major tenant of Mt Smart Stadium has based themselves in Queensland which is impacting 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 Ropū structures are implemented.