

Board Meeting Agenda (Public)

9.00 a.m. Wednesday 29 June 2022

East Lounge, Mt Smart Stadium

Item	Subject	Action	Trust/Co.	Start Time	Duration
PROCEDURAL					
1	Agenda and Apologies	To Note	T & C	9.00 a.m.	5 mins
2	Register of Directors' Interests and Rolling 12-Month Board Work Programme	To Note	T & C		
3	Confidential and Public Minutes 25 May 2022 and Action Tracker	To Approve	T & C		
CE REPORT AND PERFORMANCE REPORTING					
4	CE Report, Nick Hill 1. Financial Performance Report 2. Current Operational Risks (RC) ¹ 3. Health and Safety Report (RC) ¹ 4. Capital Programme (RC) ¹ 5. Transformation Update (RC) ¹	To Note	T & C	9.05 a.m.	55 mins
SIGNIFICANT STRATEGIC MATTERS					
5	Three Year Financial Plan, Nick Hill and Justine White ²	To Discuss	T & C	10.00 a.m.	1 hour
6	FY 2023 - 2025 Capital Programme, Nick Hill and Justine White ²	To Approve	T & C		
7	Revenue Opportunities, Nick Hill ³	To Discuss	T & C		
MANA WHENUA FORUM AND BOARD MEETING					
8	Tāmaki Makaurau Mana Whenua Forum and Tātaki Auckland Unlimited Board Meeting ¹	Meeting	T & C	11.00 a.m.	1 hour
Lunch				12.00 p.m.	30 mins
SIGNIFICANT STRATEGIC MATTERS (continued)					
9	SOSA Negotiation, Malcolm Lawry and Justine White) ⁴	To Approve	T & C	12.30 p.m.	1 hour
10	Major Events Strategy, Richard Clarke ³	To Discuss	C		

¹ S7(2)(f)(i) LGOIMA 1987

² S7(2)(f)(i),(h),(i) LGOIMA 1987

³ S7(2)(f)(i),(h),(i),(j) LGOIMA 1987

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

Board Meeting Agenda (Public)

Item	Subject	Action	Trust/Co.	Start Time	Duration
OPERATIONAL AND SHAREHOLDER ACCOUNTABILITY					
11	FIFA Women's World Cup 2023 – funding and investment approvals, Richard Clarke ⁵	To Approve	C	1.30 p.m.	1 hour
12	Board and CE Time and Board Only Time, Nick Hill	To Discuss	T & C		
	Close of Meeting			2.30 p.m.	
13	Tour of Mt Smart Stadium			2.30 p.m.	1 hour

⁵ S7(2)(f)(i),(h),(i),(j) 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.

Register of Directors Interests

Name	Position	Directorships/Trusteeships	Other Interests	Possible Conflicts
Mark Franklin	Chair	<ul style="list-style-type: none"> Precinct Management Limited (Director) Te Kuha General Partner Limited (Director) Aquaclear Dewatering Technology Limited (Director) Rangitira Developments Limited (Director) Stevenson Holdings Limited (Director) Stevenson South Island Limited (Director) Stevenson Group Limited (Director) Drury South Limited (Director) Stevenson Agriculture Limited (Director) Auckland Regional Chamber of Commerce & Industry Limited (Director) Lochinver Station Limited (Director) Oteha Valley Investments Limited (Director) Cloudview Holdings Limited (Director) Stevenson Mining Limited (Director) Swimtastic Limited (Director) Allied Farmers Limited (Chair/Director) 		
Jennah Wootten	Deputy Chair	<ul style="list-style-type: none"> Cricket 2021 Limited (Director) Generate Global (Director and Shareholder) 	<ul style="list-style-type: none"> Active – Auckland Sports & Recreation (CEO) 	
Alastair Carruthers	Non-Executive Director	<ul style="list-style-type: none"> 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 style="list-style-type: none"> Following the voluntary liquidation and dissolution of the Auckland Showgrounds (comprising the EMA and A & P Society) Cornwall Park has appointed a new 12-month operator pending a review of the best use of the site and assets. The ARAFB provides operating funding to some entities who occupy and perform in AU facilities. Homeland hosts events for Auckland Convention Bureau and other Auckland Unlimited funded entities from time to time.

Carol Cheng	Non-Executive Director	<ul style="list-style-type: none"> Teaching Council New Zealand (Governing Council Member) 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 (Hinū)	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> General Manager Creative Northland Advisor Te Hua o te Kāwhiri Trust Advisor Manea Footprints of Kūpe Chair of WOMEX (World Music Expo) Pan Indigenous Network representing 36 indigenous nations globally 	<ul style="list-style-type: none"> On the board for Q Theatre Limited - there were preliminary conversations during COVID of the potential for Q to be managed by AU
Fabian Partigiani	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Partigiani Consulting Limited (Director) 3B&P Family Trust (Trustee) Smartfood Limited (Chairman) 	<ul style="list-style-type: none"> Consultant to Private Equity companies Consultant to individual businesses on business strategy, M&A and operational improvements Red Shield Security Limited (CEO) 	<ul style="list-style-type: none"> RedShield provides products and services to a wide range of government agencies and local councils including CCO's such as Auckland Transport.
Jen Rolfe	<ul style="list-style-type: none"> Non-Executive Director 	<ul style="list-style-type: none"> Citycare Limited (Director) Rainger & Rolfe (Director) Barbara Andrew Family Trust (Trustee) Thomas Family Trust (Trustee) Thomas Number 2 Family Trust (Trustee) 	<ul style="list-style-type: none"> New Zealand Marketing Association (Member) 	<ul style="list-style-type: none"> Prior to Jen Rolfe's appointment to the RFAL Board, Rainger & Rolfe provided some marketing services to RFA. Rainger & Rolfe is providing marketing services to Watercare. Rainger & Rolfe is providing marketing services to Martin Jenkins (occasional Auckland Unlimited consultant). Jen Rolfe's husband act as agent for Peter Burling and Blair Tuke (Emirates Team NZ)
Dan Walker	Non-Executive Director	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Registered Celebrants of Aotearoa (Member) Microsoft New Zealand Limited (Channel Sales Manager – Global Partner Solutions) 	

		<ul style="list-style-type: none"> • 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) • 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) 		
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Month	Shareholder Accountability	Operations & Business Planning	Strategy and Business Focus	Board and Committee Dates
Jan-22		<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Destination Committee – 24 Jan Board Meeting – 26 Jan
Feb-22	<ul style="list-style-type: none"> Financial reporting for the ½ Year ended 31 December 2021 Q2 Performance Report Q2 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Board Evaluation 	<ul style="list-style-type: none"> Board Strategy Day – 11 Feb 	<ul style="list-style-type: none"> Risk Committee (½Y Acts) – 1 Feb Board Meeting (½Y Acts.) – 11 Feb Board Meeting – 23 Feb
Mar-22	<ul style="list-style-type: none"> Annual Plan FY22/23 Draft 2022 -2025 Statement of Intent 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Auckland Art Gallery Advisory Committee Meeting (30 March) 	<ul style="list-style-type: none"> Capital Projects Committee – 22 March Destination Committee – 23 March Board Meeting – 30 March
Apr-22	<ul style="list-style-type: none"> Q3 Performance Report Q3 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report Annual insurance renewal Auditor engagement and fees FY22-24 	<ul style="list-style-type: none"> Board and FIFA Auckland Women's World Cup management meeting (27 April) 	<ul style="list-style-type: none"> Risk Committee – 20 April Board Meeting – 27 April
May-22	<ul style="list-style-type: none"> Council CCO Oversight Committee visit to Auckland Unlimited (1 of 2) – 10 May 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (25 May) Transformation Project Update Group Shared Services Update 	<ul style="list-style-type: none"> Destination Committee – 25 May Board Meeting – 25 May
Jun-22		<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Meeting with the Tāmaki Makaurau Mana Whenua Forum 	<ul style="list-style-type: none"> Capital Projects Committee – 17 June Board Meeting – 29 June

Month	Shareholder Accountability	Operations and Business Planning	Strategy and Business Focus	Board and Committee Dates
Jul-22	<ul style="list-style-type: none"> Public Board meeting to consider shareholder feedback on SOI Draft 2022 -2025 SOI Financial reporting for the year ended 30 June 2022 (AUL and Trust) Q4 Risk Report to Council Recommendation for MOTAT Boards appointments 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (27 July) 	<ul style="list-style-type: none"> Risk Committee – 25 July Destination Committee – 27 July Board Meeting – 27 July
Aug-22	<ul style="list-style-type: none"> Q4 Performance Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Investment and Industry 	<ul style="list-style-type: none"> Capital Projects Committee – 23 August Board Meeting – 31 August
Sep-22	<ul style="list-style-type: none"> Trust Annual Report 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Board Meeting Strategic Focus: Arts, Entertainment and Events 	<ul style="list-style-type: none"> Risk Committee – 12 Sep (Annual Report) Destination Committee – 21 Sep Board Meeting – 28 Sep
Oct-22	<ul style="list-style-type: none"> Q1 Performance Report Public Board meeting to SOI performance for Year Ended 30 June 2022 	<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> Risk Committee – 17 Oct Board Meeting – 26 Oct
Nov-22	<ul style="list-style-type: none"> Company Annual Report Q1 Risk Report to Council 	<ul style="list-style-type: none"> CEO Report 	<ul style="list-style-type: none"> Joint Board and Destination Committee meeting (30 November) 	<ul style="list-style-type: none"> Capital Projects Committee – 22 Nov Destination Committee – 30 Nov Board Meeting – 30 Nov
Dec-22		<ul style="list-style-type: none"> CEO Report 		<ul style="list-style-type: none"> No Board Meeting

BOARD MEETING (open)

HELD ON: Wednesday 25 May 2022 at 1.30 p.m.

AT: Waihorotiu Room, Aotea Centre, Auckland

PRESENT:

Mark Franklin	Chair
Jennah Wootten	Deputy Chair
Fabian Partigiani	
Carol Cheng	
Dan Walker	
Hinurewa te Hau	
Alastair Carruthers	

APOLOGIES:

Jen Rolfe	
Cr. Richard Hills	Auckland Council
Cr. John Watson	Auckland Council

ATTENDED:

Jenny Solomon	Board Intern
Executive Team	Nick Hill Chief Executive, Pam Ford Investment & Industry, Richard Clarke Arts, Entertainment & Events, Mandy Kennedy Chief Digital Officer, Lynn Johnson Chief People Officer, Justine White Financial and Corporate Services Officer, Mark Shepherd Change & Transformation, Shelley Watson Marketing and Communication
Tim Kingsley-Smith	Company Secretary & Legal Counsel

1. AGENDA AND APOLOGIES

The Chair opened the Board meeting and noted Jen Rolfe's apology.

The Chair noted that the meeting will be condensed given the Board's attendance at the tangihanga for Joe Hawke this morning.

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

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

3. CONFIDENTIAL AND PUBLIC MINUTES 27 APRIL 2022 AND CONFIDENTIAL MINUTES 6 MAY 2022

The Board **approved** the:

1. 30 March 2022 Confidential Minutes;
2. 30 March 2022 Public Minutes; and
3. 12 April 2022 Confidential Minutes,

as an accurate record of the meeting and **noted** the Action Tracker.

4. CE REPORT

The Board noted the CE Report.

5. MĀORI COMPETENCY TRAINING

The Chair noted that the Board attended the tangihanga of Joe Hawke earlier today. Consequently, the scheduled Māori competency training will be rescheduled.

6. TĀTAKI AUCKLAND UNLIMITED APPROACH TO FUNDING

Nick Hill presented to the Board.

- The Board and Management discussed Tātaki Auckland Unlimited's approach to funding and the recent CCO Oversight Committee visit.
- Management noted that the organisation has now refocused its efforts on completing its post-amalgamation transformation work following a pause in the project due to COVID lock downs over the last six months. Management will be bringing its draft three-year strategic plan to the next Board meeting for discussion.

[REDACTED] S7(2)(f)(i) LGOIMA 1987

The Board noted the discussion.

7. DESTINATION FUNDING

Nick Hill and Pam Ford spoke to the paper.

- Management noted that tourism attraction and major events are critical to the organisation's mission, and to Auckland's recovery from the impact of COVID. Other international cities and regions are heavily investing in tourism attraction. The recent Auckland's Future, Now 2022 event highlighted that many stakeholders and commentators felt that Auckland has some work to do to 'reconnect' to the rest of the world following its isolation over the last two years due to COVID.
- Management noted that delivering major events requires a base level of investment in the delivery team. The long lead times and significant expense of major events means that it is difficult to restart the delivery process once material cuts have been made.
- The Board noted that the upcoming Women's Rugby World Cup and FIFA Women's World Cup are significant events for Auckland and New Zealand, and will focus everyone's attention on the benefits that major events can bring to a city, region and country.

The Board noted the discussion.

8. GROUP SHARED SERVICES UPDATE

Mark Shepherd and Mandy Kennedy spoke to paper.

- Management updated the Board on the recent discussions with Council on the ICT infrastructure project.
- The Board endorsed Management and Council's approach and suggested that, given the importance of the project to the future of the organisation, a Board member join the project steering group once formed.

[REDACTED] S7(2)(f)(i) LGOIMA 1987

[REDACTED] S7(2)(f)(i) LGOIMA 1987

■ [REDACTED]
[REDACTED] S7(2)(f)(i) LGOIMA 1987

The Board **noted** the update.

9. TRANSFORMATION PROJECT UPDATE

The Board requested a one-page summary of the completed elements of the transformation project to date (**ACTION POINT**).

The Board **noted** the update.

10. ALO VAKA – AUCKLAND PACIFIC SKILLS SHIFT INITIATIVE

The Board:

1. **Approved** a 6-month extension of current contracts with Project Ikuna education providers to deliver “future ready” micro-credential training for Pasifika workforces in Tāmaki Makaurau; and
2. **Delegated** authority to Nick Hill, Chief Executive to enter contract variations to formalise the contract extensions as required.

11. AOTEA CENTRE REFURBISHMENT PROJECT

The Board:

■ [REDACTED]
[REDACTED] S7(2)(f)(i),(i),(j),(g) LGOIMA 1987

12. AUCKLAND COUNCIL PROCUREMENT PLAN

Shelley Watson spoke to the paper.

- Management noted that the team had been provided with Jen Rolfe’s feedback on the Plan and had taken the feedback on board.

■ [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] S7(2)(f)(i) LGOIMA 1987

- The Board queried whether specific Māori and Pacific Island supplier targets could be included in the Plan. Management agreed to confirm Council’s standard procurement policy targets and discuss the inclusion of targets within the plan with Council.

The Board:

1. **Approved** the attached Procurement Plan, for the Auckland Council Group’s requirements for Creative and Strategy, Design and Video services; and
2. **Delegated** authority to the CE to execute the Procurement Plan and the future Supplier Recommendation Report and to enter contracts required up to the value of \$1m to deliver this project.

13. DELEGATED AUTHORITY POLICY AMENDMENT

The Board:

1. **Approved** the proposed amendment to the Delegated Authority Policy



The meeting ended at 4.32 p.m.

Confirmed as a true and correct record of the meeting of 25 May 2022:

Chair

Date

Report to Board of Tātaki Auckland Unlimited – 29 June 2022

- Our prime focus is on driving patronage and event activity across all our facilities and functions to support recovery. We are seeing a great response from our people and the public as we hit pre-Covid levels for some attractions. Our forward programme for the rest of the year is exciting, although there are challenges, particularly with international airfreight costs and staffing (TAU rolling annual turnover for May at 18.9%).
- The prize for the City and TAU will be recovery of international visitor numbers. To this end we are focussing on Australia in the near term with a campaign. The removal of pre-departure RATs takes away a critical barrier to leisure travel to NZ, and the return of Cruise in October will provide important stimulus to the City Centre.
- With borders now open, we are working urgently with partners to re-establish international connectedness across content, travel, skills, trade and investment.

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

Project	Update	Next Steps	Status
Screen Revenue: Generating activity to maximise studio lease revenue.	[REDACTED]	Active marketing programme with NZ Film Commission [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987	[REDACTED]
Reimagining Tāmaki Makaurau Auckland: A 50- year vision for Auckland – led by Koi Tū.	Complete	A series of focused engagements with private sector and other partners proposed from July to agree next steps.	[REDACTED]

Opening of the border: Increasing visitor, trade, investment, and skills flows to Auckland.	International visitors: year to April 2022: 181.2k up 161.5% on same period last year. Monthly up 91.1% on last year. Australia: year to April 2022: 129.2k up 296.2% on 2021.	Key limiting factor is airline capacity. TAU Work underway to understand this issue, and a broader piece of work on the value of visitor economy.	
Auckland Tourism Funding: Future funding for regional tourism. Addressing APTR risk.	[REDACTED]	[REDACTED]	
Single Stadium Operator: Responding to CCO Review recommendation.	[REDACTED]	[REDACTED]	
Aotea Creative Quarter: Action plan to create a creative precinct centred on Aotea Square.	[REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987	[REDACTED]	
Western Springs Precinct: Integration of MOTAT (CCO Review recommendation) and precinct master planning.	Agreement between TAU and MOTAT that integration follows the development of a shared vision and plan for Western Springs	Koi Tū team helping to shape the vision and narrative for Western Springs. [REDACTED]	
Cultural Sector Framework: Framework for funding, governance and development of Auckland's cultural institutions and infrastructure.	TAU hosted its first in-person Cultural Sector hui at Auckland War Memorial Museum, with a theme of sustainability.	[REDACTED]	
Retain AC 37:	Complete [REDACTED]	[REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987	

3. Delivering on the Statement of Intent

Cultural Organisations Rōpū

SOI Programmes	Update
Cultural Organisations Overview	<ul style="list-style-type: none"> Strong programme of activity planned for second half of 2022. Some key issues remain of concern – broader trends, impacts of staffing, rising costs, delays, and the slow burn return of tourism and associated revenue and visitor numbers. However, future bookings for tourism and events have significantly picked up, with strong representations from Cultural Organisations into the international tourism market. Costs and staff retention in the broader market situation continue to present risks, which are being well managed. May has been a very strong month for visitation across the group, with NZMM exceeding its visitor budget for the first time since the pandemic started, and extremely strong results from Auckland Zoo.

	<ul style="list-style-type: none">Existing working groups include a joint Matariki programme group and the work on the shared events calendar.																																			
Auckland Art Gallery	<ul style="list-style-type: none">Gallery has developed Māori cultural capability uplift programme and has rolled it out over eight weeks to 120 staff.Gilbert & George exhibition received in port, opening arrangements confirmed with artists and installation commencing for opening to public on 25 June.Private philanthropy for major international art acquisitions in train [REDACTED][REDACTED]Commission with world-renowned Korean artist Do Ho Suh struck for presentation in Atrium in 2023, [REDACTED]																																			
Auckland Zoo	<ul style="list-style-type: none">The Zoo recorded its second highest May visitation on record, totalling 49,620 visits. This follows the second busiest April in the Zoo’s history.These strong numbers were aided by the Zoo’s ‘Wellbeing in Nature - Community Tickets’ initiative, funded through the Discount Programme Fund. This will see up to 20,000 free admission tickets being distributed in May and June to parts of the Auckland community that might not otherwise have been able to visit the Zoo.With giraffe and rhino babies due later this winter, essential modifications are being made to their respective indoor accommodation to allow for individual management and critical veterinary access should it be required.																																			
Auckland Stadiums	<ul style="list-style-type: none">Corporate demand has been very strong for both league fixtures, reflecting the lack of opportunity for corporate hosting of this nature in recent times. The league international is on track to have more than 18,000 in attendance while the NZ Warriors home-coming match will be a sell-out. This will be the first sold-out stadium event since Elton John’s January 2020 concert.[REDACTED][REDACTED][REDACTED]																																			
New Zealand Maritime Museum	<ul style="list-style-type: none"><i>I Am Island and Sea</i> exhibition closed in the Edmiston Gallery with some further remedial building works planned in FY 22.Visitation to the museum’s galleries, café, shop and events spaces was 8,618 – 10% above plan and 11% ahead of this time last year.As part of the museum's journey to develop and improve accessibility for all audiences, a reassessment of the museum's site was carried out, including a detailed report with recommendation on areas for improvement. The museum maintained its Bronze status. Staff also participated in two workshops delivered by Be.Lab to increase accessibility awareness.With the shift to Orange, the museum resumed its full volunteer programme in May.																																			
Cultural Sector Partnerships	<ul style="list-style-type: none">Board Appointment process for MOTAT – Panel interviews will be held at the end of June, with a recommendation to be considered at the July Board meeting.																																			
Property	<ul style="list-style-type: none">[REDACTED][REDACTED]																																			
Security	<div><p>AUL Security Incidents 2022</p><table><thead><tr><th></th><th>Anti Social Behaviour</th><th>Violence - Assault</th><th>Property</th><th>Sexual</th><th>Medical Event</th><th>Vehicle Breach</th></tr></thead><tbody><tr><td>Feb</td><td>4</td><td>1</td><td>6</td><td>0</td><td></td><td></td></tr><tr><td>Mar</td><td>4</td><td>0</td><td>5</td><td>1</td><td></td><td></td></tr><tr><td>Apr</td><td>15</td><td>3</td><td>4</td><td>0</td><td>3</td><td>2</td></tr><tr><td>May</td><td>9</td><td>0</td><td>8</td><td>0</td><td>2</td><td>1</td></tr></tbody></table></div>		Anti Social Behaviour	Violence - Assault	Property	Sexual	Medical Event	Vehicle Breach	Feb	4	1	6	0			Mar	4	0	5	1			Apr	15	3	4	0	3	2	May	9	0	8	0	2	1
	Anti Social Behaviour	Violence - Assault	Property	Sexual	Medical Event	Vehicle Breach																														
Feb	4	1	6	0																																
Mar	4	0	5	1																																
Apr	15	3	4	0	3	2																														
May	9	0	8	0	2	1																														

	<ul style="list-style-type: none"> Work continues across all the Security Transformation sites with the main drive and focus this month being across AAG, Town Hall and their respective networks. Preparations for the Auckland Zoo CCTV system upgrade continue with fortnightly working group meetings to keep the design phase moving. 				
Total Visitation	Actual May 22	Budget May 22	Variance	Comment	Status
Art Gallery	18,375	24,000	(5,625)		
NZMM	8,618	7,791	827		
Stadiums	16,525	29,421	(12,896)		
Zoo	49,620	50,792	(1,172)		
Total	93,138	112,004	(18,866)		

Arts, Entertainment and Events Rōpū

SOI Programmes	Update
Auckland Live	<ul style="list-style-type: none"> 29 new events placed on sale, including <i>Elemental Nights</i>, <i>Pacifica the Musical</i> and <i>Girl from the North Country</i> and there were no events cancelled or postponed. Invested and delivered several NZ Music Month activities across Aotea Arts Quarter (and up to K Road) including 700 visitors to Kita Live on Aotea Square, Indie Rock in the Garden which delivered both live and digital stream outcomes and a series of music heritage tours from K Road into city centre. It culminated in a partnership on the last weekend of Music Month of the inaugural EQ Networking hui in partnership with NZ Music Commission and Auckland City of Music. [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
Auckland Conventions	<ul style="list-style-type: none"> We have seen the May period reach close to 65% of its budgeted target and is forecast to continue in June onward. Auckland Conventions in May 2022 has achieved its largest volume of lead generation since January 2020 and has earned an 82.72% increase in website enquiries comparing MoM. New team including two new Business Development Managers who started in May will head to Meetings tradeshow in Christchurch with 60 booked meetings.
Major Events	<ul style="list-style-type: none"> Three remaining events in FY22, Doc Edge (1 June – 10 July), Kiwis and Kiwi Ferns vs Tonga (25 June) and Tall Blacks vs Philippines (30 June). Combined the events are forecast to generate [REDACTED] visitor nights and [REDACTED] in GDP for the region. S7(2)(f)(i) LGOIMA 1987 There have been no new event cancellations or postponements since the May CE update. Taste of Pasifika was successfully delivered 3-5 June. After a two year hiatus, the 2023 ASB Tennis Classic has been announced. Have won the rights to host the All Whites test against the Socceroos at Eden Park on the 25 September. This will form an Anzac double header with the All Blacks playing the Wallabies at Eden Park on 24 September. Currently working with NZR and NZF around city activation. [REDACTED] [REDACTED] [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
FIFA Women's World Cup 2023	<ul style="list-style-type: none"> [REDACTED] S7(2)(f)(i) LGOIMA 1987 FIFA's Secretary General, Fatma Samoura, hosted in Tāmaki Makaurau, which included touring the Auckland Art Gallery on 13 May and <i>Declaration: A Pacific Feminist Agenda</i> exhibition and event ideas discussed around Matariki.
Auckland Convention Bureau	<ul style="list-style-type: none"> 25 new business event enquiries in May. Forecast potential estimated impact value of [REDACTED] generating [REDACTED] visitor nights from [REDACTED] attendees. S7(2)(f)(i) LGOIMA 1987








S7(2)(f)(i) LGOIMA 1987	<ul style="list-style-type: none"> 10 new event confirmations received in May expected to generate [REDACTED] visitor nights, [REDACTED] attendees and a total estimated economic value of [REDACTED] YTD confirmed 93 business events for Auckland, forecasted to generate [REDACTED] visitor nights, [REDACTED] attendees and a total estimated economic value of [REDACTED] ACB represented Auckland at IMEX international business events trade show in Frankfurt in May. ACB represented Auckland at NZ's largest domestic trade show MEETINGS in Christchurch 15–16 June. Hosted Australian buyers on 11-12 June, as part of MEETINGS pre-famil programme. 				
KPIs	Actual YTD	Budget YTD	Variance	Comment	Status
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	S7(2)(f)(i) LGOIMA 1987	[REDACTED]
Number of Events	417	860	-443		[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]
Total Attendance	232,557	690,103	-457,546		[REDACTED]

Investment and Industry Rōpū

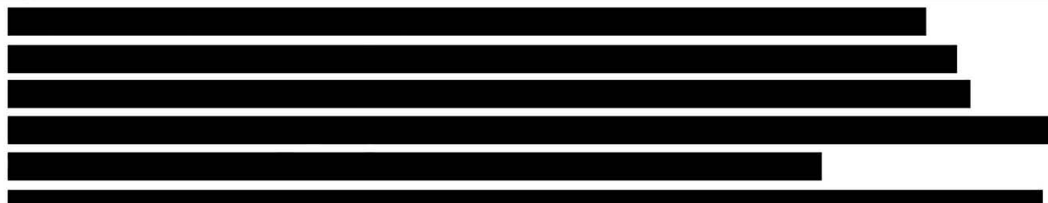
SOI Programmes	Update
I&I General	<ul style="list-style-type: none"> [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
Create Auckland 2030	<ul style="list-style-type: none"> Create Auckland 2030 creative economy plan completed and publicly released on 30 May. Programme action implementation underway.
AFS Studio Build	<ul style="list-style-type: none"> The Board is updated weekly on this project. In summary, the project continues to progress while managing COVID-19-related challenges.
Regional Business Partner Programme	<ul style="list-style-type: none"> [REDACTED] S7(2)(f)(i),(h),(i) LGOIMA 1987
Activate Tāmaki Makaurau	<ul style="list-style-type: none"> In Project close phase. The \$60m business support package consisted of: <ul style="list-style-type: none"> Business Advice and Implementation grants: Contract delivery by service providers continues, and payments to providers is expected to be complete by 31 August. NPS is tracking at +63. 1:Many: A decision is pending re the Community Platform and other assets being continued by partners or MBIE. First Steps, the health and wellness website and services. [REDACTED] S7(2)(f)(i) LGOIMA 1987
Reactivate Tāmaki Makaurau	<ul style="list-style-type: none"> The Local Activation Fund has now closed, it received a total of 200 applications with 135 approved, more than \$7.5m granted to local community events. The Discount Scheme has also closed, 19 applications, 15 approved, more than \$1.7m of funding granted to provide discounted and free entry to facilities for Aucklanders. The marketing fund includes dedicated domestic campaigns and activity to support accommodation and hospitality. Phase 2 of Stay Auckland Campaign will launch on 20 June and run until 4 July. Twenty accommodation partners are taking part in the second wave of advertising; 45,000 leads were delivered in the first round. To support the hospitality sector, we have increased Auckland food/drink content across multiple media channels such as Denizen and VIVA. We have also relaunched Iconic Auckland Eats to push a 'dine out' message.
Skills & Workforce	Project Ikuna (Pacific Skills Shift): <ul style="list-style-type: none"> New participants enrolled in May 2022: 80 (Total since July 2021: 440pax)
Innovation Precincts	<ul style="list-style-type: none"> GridAKL 136 businesses; 989 individuals. Click Studios partnership agreed with Media Design School to deliver 12-month Digital Creative Foundation programme.

	<ul style="list-style-type: none"> • Soft launch and dawn blessing (9 June) for Tāmaki Innovation Hub, the newest member of the Innovation Precincts network, developed in partnership with Tāmaki Regeneration Company. Official launch takes place 8 July. • Tech22 event takes place 29 & 30 June as part of Tech Tāmaki Makaurau. 1,000 Year 11-13 students from south and west Auckland schools to visit tech firms/GridAKL in Wynyard Quarter to be inspired about tech careers. Partnership with Ministry of Education, Media Design School and NZTech.
Economic Transformation	<ul style="list-style-type: none"> • Auckland's Future, Now – Event held on 24 May with about 200 delegates and 200+ online. • Economic Intelligence – a 'Covid Recovery' dashboard is underway within the 'Auckland Index' online publication. We will promote this via social media channels over July/August, to tell the story of the behaviours of Auckland workers and consumers as an indicator of how the city has emerged from two years of public health restrictions.
Visitor Economy	<ul style="list-style-type: none"> • Auckland is Calling: The campaign has finished. Results: more than 2.6 million complete video views, radio ads were played over 2,800 times, over 500,000 New Zealanders aged 20+ have been reached via social media, resulting in over 52,000 clicks to campaign content featuring numerous operators on aucklandnz.com. • TAU is also participating in a retail campaign with Air New Zealand and Grabaseat. This is part of a nationwide retail sale in partnership with Tourism NZ. • Trade Marketing Activity – Pacific Storytelling is contracted to represent TAU as we reconnect with the US and Canadian travel industry. TAU has also signed an MOU with Destination Queenstown and Auckland Airport to attract North American travellers. • TAU attended the annual Regional Tourism New Zealand Inbound Operator and Tourism New Zealand training day – 60 businesses were presented with new Auckland visitor products and experiences. • Regional Destination Management plans: DMP for Aotea Great Barrier Island is almost complete, Waiheke Island consultation will restart in July, and Matakana's plan is in its early stages. • TRENTZ - TAU hosted TRENTZ late May which included the main networking event. About 300 tourism businesses attended. • [REDACTED]

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

Low Carbon Economy and Climate Response	<ul style="list-style-type: none"> • Climate Connect Aotearoa (CCA): The new name and logo are now active and being used publicly. A co-funded position by Ara Ake (NZ's Future Energy Centre, based in Taranaki) will be recruited shortly. The Advisory Group met this month to discuss the proposed funding model. • Cost of transition for Auckland (Market Economics-ME): The initial modelling shows that Auckland (GDP) is more impacted by transition than the rest of New Zealand. • TAU operational GHG Emissions: Emissions data collection for the FY 21/22 inventory is underway, with an audit scheduled for August. A travel survey was co-developed with Auckland Transport to capture how we travel around the city as an organisation and the impact of hybrid working. Results in July report. • Taskforce on Climate-Related Financial Disclosure (TCFD): <ul style="list-style-type: none"> ○ Disclosures: We submitted the first TCFD proforma to Auckland Council, outlining our approach to governance, strategy, risk, and metrics & targets. ○ Recommended Actions: We are working with Tonkin and Taylor to develop TAU's Emissions reduction and adaptation pathways (foundational pieces for TCFD). We started work with Proxima to scope out and provide recommendations for a climate-related strategy (Phase1 of strategy development). 			
KPIs	Last month	This month	Comment	Status
Screen Attraction Enquiries	 57(2)(f)(i),(h),(i) LGOIMA 1987			
RBP R&D Grants	4 grants \$565,151	May 3 grants \$125,120	R&D Approvals YTD 74 @ \$3,266,162 1 Getting Started \$3,620, 1 Fellowship \$91,500. 1 Career \$30,000	
RBP Business Capability/Tourism Transition Funding	44 Assessments \$39,040	101 Assessments \$ 183,104	Total Voucher Allocation YTD \$299,248 RBP/CRM Assessments YTD 1274 RBP Registrations YTD 2610 YTD 135 Māori Business Engaged	
ACTIVATE Tāmaki Makaurau approvals	2811 approvals \$10.69M	Approvals complete	YTD 6197 Business Advice \$17.72M YTD 6514 Implementation Grant \$25.51M 12,735 approvals \$43.30M committed 1289 Māori Businesses funded \$4.44M Approx 9300 businesses supported in total	

Māori Outcomes Rōpū

SOI Programmes	Update
Te Matatini	<ul style="list-style-type: none"> • 
Tāmaki Herenga Waka Festival	<ul style="list-style-type: none"> • The Te Pou Ohanga (Economic development) and Pou Toi Toi Manawa (Culture and Identity) sub-committees of the Tāmaki Makaurau Mana Whenua Forum (TMMWF) have agreed to a proposal for a phased delivery of concept development and smaller events that will lead to a full festival offering in 2025. There is agreement to clearly ensure a separation between the festival governance structure and the development of the creative brief of a future offering.

S7(2)(f)(i),(h),(i) LGOIMA 1987	<ul style="list-style-type: none"> • [REDACTED] • The Tātaki AU Māori Outcomes Rōpū and Major Events will continue to collaborate with the sub-committees of the TMMF in support of the realisation of the creative brief and future governance structure.
TAU Māori Outcomes Plan - Te Mahere Aronga	<ul style="list-style-type: none"> • Kia ora te Umanga (Employment, Business and Tourism): <ul style="list-style-type: none"> ○ provision of quality advice to assist Kainga Ora on how to scale up Māori small to medium businesses for Kainga Ora contracts. ○ A focus on ensuring TAU understands our Māori supplier diversity targets for implementation, with a framework for active monitoring being established. ○ Māori economic development and the role of TAU and the Māori Outcomes Fund scoped for action in next quarter. This work will be linked to a review of relevant actions in Council's Economic Development Action Plan. • Kia ora te Reo (Language Policy and promotion): <ul style="list-style-type: none"> ○ Developed business cases to continue bi-lingual signage programme. ○ Develop business case and request through the Māori Outcome Steering Group a carry-forward of \$32k into FY22/23 bi-lingual signage programme of work at Aotea Centre and Civic Centre. • Kia ora te Ahurea (Identity and Culture): Presented an update to Māori staff about the meaning of Tātaki Auckland Unlimited. • Kia ora te Taiao (Environmental priority): A formal briefing provided to the Independent Māori Statutory Board about the Auckland Unitary Plan and Sites of Significance, seeking screen sector meetings to discuss the issues and opportunities. • Kia ora te Kaunihera: Analysis of the organisation wide survey of employees to assess skills, attitudes and awareness in relation to Māori Outcomes (Te Ara ki Tua) complete. Results now being used to guide the development of a bespoke organisational capability building programme.
Project Ingoa	<ul style="list-style-type: none"> • Our bilingual name was successfully launched online with staff and through a formal communications plan with our partners and stakeholders. A formal debrief was held with the project members where strong collaboration between staff from TAU and Auckland Council was identified as a success factor in ensuring our financial and digital systems were systematically updated. The experience of ensuring our bilingual name is fully integrated into our systems is now being used by staff at Eke Pānuku to align their internal systems with their external bilingual name brand.
S7(2)(f)(i),(h),(i) LGOIMA 1987	<ul style="list-style-type: none"> • The Whāriki network were a key partner in the Activate Tāmaki Makaurau project. They report new relationships and opportunities for Māori enterprise and initiatives out of this collaboration and TAU can demonstrate clear benefit from their input as advisors, advocates and a network for promoting the fund. • [REDACTED] • Initial scoping or the Rangatahi Youth Entrepreneurship Summit is now complete and preparations are underway for a future effort. Local boards have asked to be included in this opportunity and will be approached next for input.
TAU Māori outcomes advice	<ul style="list-style-type: none"> • Roles and job families continue to develop to reflect TAU's commitment to Māori Outcomes and delivery of Te Mahere Aronga (Climate Innovation Hub, Investment and Industry, Marketing and Communications). • Strategic input into the Pasifika Festival Growth Strategy, FIFA engagement with tangata whenua, REPCO World Rally event, Screen Auckland engagement with Mana Whenua. • Review and provide input to the initial rounds of intervention logic mapping for Kia ora te Umanga and Kia ora te Hononga.

4. Corporate

Marketing and Communications

Workstreams	Update
ACG Creative, Design and Video Procurement	<ul style="list-style-type: none"> Confirming as requested by the Board, the ACG procurement for Creative, Design and Video services adheres to the 2017 Auckland Council procurement policy which has a supplier diversity target, 5% of the value of new contracts awarded to diverse suppliers including Māori suppliers. In addition to this target, this procurement has engaged with the Amotai and Whāriki networks to ensure they are aware of the opportunity and have been invited to participate. The REOI, REOI Response and Scope of Services have been enhanced to include expectations around Te Ao Māori competencies and implementing the principles of Te Tiriti o Waitangi/Treaty of Waitangi (partnership, participation, protection) as per recommendations from the Māori Outcomes team.
Brand	<ul style="list-style-type: none"> As resolved by CCOOC, an Auckland Council Group campaign has been developed to promote what all parts of the Auckland Council whānau deliver to Auckland and improve attribution of CCO mahi to the pohutukawa logo. Soft launch pre-election and next CCOOC report in Aug/Sept. Brand Library audit and planning towards inclusion of Zoo, Gallery, NZMM, Live assets.
Communications	<p>Key communications planning support, activities and media coverage for May:</p> <ul style="list-style-type: none"> Industry comms/media for TAU's partnership with Destination Queenstown and Auckland Airport to attract North American travellers. Comms, media and stakeholder management re new (paid) Western Springs parking precinct. Managing ongoing media interest (TVNZ, NZME, TV3 & Stuff) into progress reports for the Viaduct Event Centre lease negotiations with Emirates Team New Zealand. At Council level – management of stakeholder comms, media with AFS given the authority to progress. External Relations - 21x Joint CCO Local Board Engagement Plans complete and joint CCO/Local Board Services workshop on CCO Review Recommendation #53 (community consultation and implementation of local projects).
Marketing	<ul style="list-style-type: none"> Tech Tāmaki Makaurau strategy is live on the website. Launch, content strategy and campaigns in planning for July. Create Auckland 2030 design completed, live digitally, social media campaign delivered, and event held on 30 May. Climate Connect Aotearoa website and marketing underway for September launch. Development of the Southern Corridor business attraction strategy underway. Youth Employer Pledge, first in-person event post COVID-19 scheduled for 24 June. 2023 talent attraction strategy focused on tech/construction is underway.
LGOIMAs	<p><u>LGOIMAs in progress:</u></p> <ul style="list-style-type: none"> New request: Animal births and deaths (including euthanised) at Auckland Zoo for past three years, Stuff request New request: details re Auckland Live's exclusive supplier arrangement with Ticketmaster Continuing to collate info re request about costs for TAU's comms and engagement, including salaries >\$100,000 and >\$200,000 and team structure (part of Council-wide response) The request from Stuff for emails between Auckland Zoo and Australia Zoo re its decision to renege on re-homing the elephant Burma is progressing through the review and consultation phase (statutory timeframe extension taken to allow that). <p><u>LGOIMAs finalised in the month</u></p> <ul style="list-style-type: none"> Stuff journalist regarding an un-redacted version of the VEC sub-lease to ETNZ (redactions were deemed to be still necessary). NZTU annual request to all Councils for payments to any chamber of commerce, LGNZ and SOLGM. businesses and service providers which received support/funding via Activate Tāmaki Makaurau. Cost of Koi Tū contract for Reimagining report; decision-making and procurement processes. TAU vehicle fleet emissions (supplied to Council to be part of a group-wide response) Visitation and public funding to the cultural institutions.

KPIs	Last month	This month	Comment	Status
Page views of brand home	877	922	Predominantly creative agencies and internal comms, but increase from travel agency traffic near end of the month	
Download of brand assets	1247	1552	As above	
Pieces of media coverage mentioning AUL	208	162	This coverage reached a cumulative potential reach of 5,172,169 and an ASR of NZD 1,064,968.	

People

Workstreams	Update			
Recruitment	<ul style="list-style-type: none"> Annual turnover to year end May = 18.9% (up from 17.5% in April). 15 leavers in May. 			
Remuneration	<ul style="list-style-type: none"> Commenced bargaining on the PSA collective. Tight recruitment market is placing pressure on retention measures for specialist and in-demand roles. Increased expectations to increase salaries for any internal job changes, as part of structural changes. 			
Metrics	April	May	Comment	Status
Engagement (Officevibe)	7.2	7.2	No change to our engagement scores this month but participation increased again up another 1%. The highest scoring subject was "Relationship with Manager" at 8.1 Continuing to monitor both result and feedback comments for trends	
Participation in Officevibe	66%	67%		

Health and Safety

Workstreams	Update			
H&S Committees	<ul style="list-style-type: none"> In April, Victoria Street, NZ Maritime Museum and Auckland Stadiums held H&S committee meetings. Continue to progress on refreshing the H&S Consultation and Participation Forums. 			
Health and Safety Performance Indicators	<ul style="list-style-type: none"> Draft dashboard reporting on individual H&S performance metrics for each Rōpū in addition to the TAU total is complete. 			
H&S Strategy	<ul style="list-style-type: none"> Draft H&S Strategy is complete and is with Chief People Officer for review. 			
Contractor Management	<ul style="list-style-type: none"> Continue developing and implementing Contractor management process. Draft Standard, Procedure and Tools. 			
Risk Management	<ul style="list-style-type: none"> Continue project to identify and implement systematic control of critical risks. 			
Health & Safety Report	<ul style="list-style-type: none"> <u>Health and Safety Report</u> can be found in the Resource Centre. 			
Incidents	Last month	This month	Comment	Status
Notifiable (to WorkSafe NZ) incidents	0	0		
Total Recordable (Lost Time/Medical)	2	2	<p>Risk Manager #1276632 - Employee over extended when reaching out of cashier window straining shoulder. Over extended limb. Restricted duties for 2 weeks. Investigation concluded</p> <p>Risk Manager #1280631 - Contractor bumped head on doorway out of air handling unit causing cut to head. No basic cause determined yet – investigation being completed by contractor.</p>	
High Potential Incidents	1	0		

Minor incidents	17	17	17 minor incidents were reported in May. All were treated with First Aid.	
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Digital

Workstreams	Update
TAU Council ICT Enablement Initiative	<ul style="list-style-type: none"> See monthly dashboard attached at Appendix 1. Cyber security threat level remains guarded following increased activity as a result of NZ's position in the Ukraine/Russia conflict. Cybersecurity training has now been rolled out across the whole organisation.
Cybersecurity Strategy and Governance	<ul style="list-style-type: none"> Some progress has been made in the Digital Products team to recruit permanent Project Managers, however the market still remains tight, and we continue to be counter offered for candidates we find in the architecture space.
People	<ul style="list-style-type: none"> The cross AUL Digital budget has been finalised for FY23 bringing all licensing and support costs under the controls of the Digital Team. Deferral of CAPEX budget will support the development of the Digital Auckland Hub, outsource of ICT infrastructure and the development of data and integration platforms.
Finance	<ul style="list-style-type: none"> See monthly dashboard attached at Appendix 1. Cyber security threat level remains guarded following increased activity as a result of NZ's position in the Ukraine/Russia conflict. Cybersecurity training has now been rolled out across the whole organisation.
Data and Integration platforms	<ul style="list-style-type: none"> Some progress has been made in the Digital Products team to recruit permanent Project Managers, however the market still remains tight, and we continue to be counter offered for candidates we find in the architecture space.
Projects	<ul style="list-style-type: none"> The Digital Auckland Hub project has kicked off with the design phase underway and an RFP in market for the delivery platform and development partners. Good progress is being made on the city-wide calendar project and CRM and EDM discovery projects to inform the costing of the delivery of the digital elements Project Synergy. Zoo projects are delayed due to continual scope creep and relitigation of requirements.
KPIs	Actual Target Comment Status

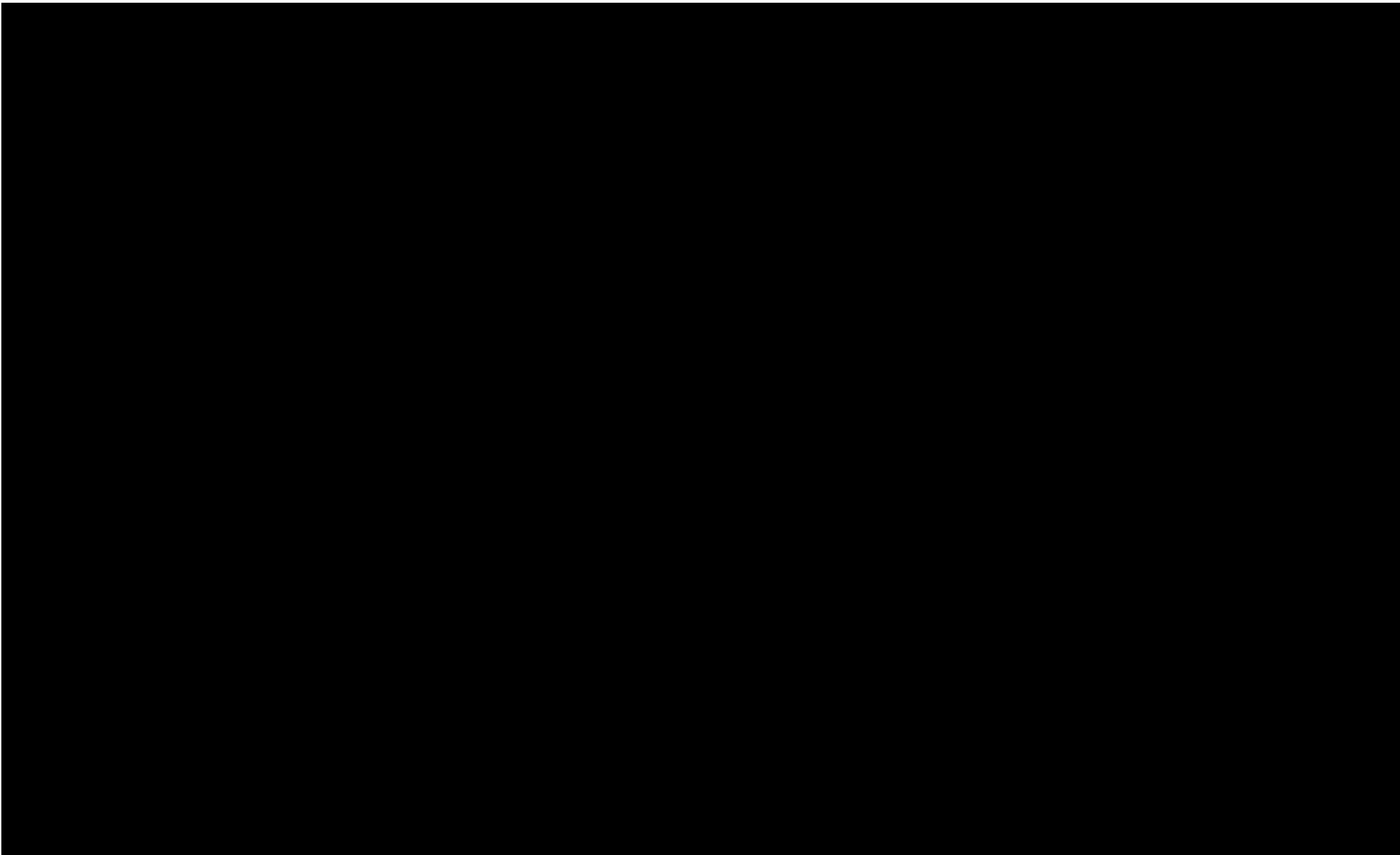
Cybersecurity posture	2.0	3.0	NIST score recalibrated from COBIT 5-point scale to ISO27001.	
'Lights on' system availability	99.99%	99.9%	Whilst we met the target for this month (mainly due to high availability in the server area) we acknowledge downtime across the entire stack (servers and applications) for Project Ingoa. The web stack has had a small number of 2/3 second downtimes which is due to bots, which we will a fix over the next month.	
Customer services	5 days	10 days		
Project delivery	60%	85%	Measurement – on time and within budget. Zoo project scope creep pushing timelines out.	

Finance and Corporate Services

Workstreams	Update
Finance	<ul style="list-style-type: none"> May YTD performance represents a significantly lower level of council funding than budgeted (\$10.8m). YTD revenue shortfalls in Cultural Organisations and Arts, Entertainment and Events rūpū, are largely offset by cost savings and wage subsidies received until December. I&I net cost is also lower than budget with impacts affecting both revenues and costs. Capital spend has been heavily impacted compared to budget due to COVID conditions and operational constraints, including ongoing supply chain impacts. These challenges are expected to continue for the foreseeable future. [REDACTED] [REDACTED] S7(2)(f)(i) LGOIMA 1987 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).
Risk	<ul style="list-style-type: none"> [REDACTED] S7(2)(f)(i),(h),(i),(g) LGOIMA 1987
Planning	<ul style="list-style-type: none"> With the Mayoral proposal now approved, we are in the process of finalising our FY23 Annual Plan including accepted change requests.
Procurement	<ul style="list-style-type: none"> The single organisation-wide procurement process is implemented and working well. The team has yielded a year-to-date quantifiable contribution of just over \$1.3m (savings of \$870k and avoided costs of \$497k), this excludes the unquantifiable benefits the team provides. Continuing to make progress with progressive procurement, working alongside Amotai we have spent \$790k YTD with Māori vendors.
Organisation Design	<ul style="list-style-type: none"> The restructure to a single Finance department is due to commence in June.
Resource Centre Reports	<ul style="list-style-type: none"> Financial Performance Report Current Operational Risks Report Capital Programme Report

5. Transformation Programme (also see update in Resource Centre)

Key Workstreams (Q3/Q4)	Update of work in progress in Q4	Key tasks, Risks, Issues
Leverage merger and drive further integration	<p>Implementation of Tuia recommendations for I&I and Marketing and Communications: consultation with staff is complete</p> <p>Project Synergy: 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 of Content/Market/Sell/Plan/Deliver/Review</p> <p>Finance migration to SAP of Ungerboeck (UB) event and non-event related financial activities</p>	<p>Outcome: I&I and Marcomms implementation of new structure scheduled for July underway. Remaining functions to complete: Security, Māori Outcomes, Finance, AEE, H&S</p> <p>ISSUE: Project Synergy has identified potential changes to AEE and CO current structure e.g. Security, operations, venue & event sales, sponsorship & partnership, food & beverage, procurement & contract management, customer & client research, marketing & digital design services. Recommendations will go to ELT for decision on whether to proceed or not.</p> <p>Outcome: 5 current state workshops and 3 future state design 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. Present to ELT on 21 June for decisions on how to proceed.</p> <p>Outcome Current state and process mapping completed. User stories by key processes for Council ICT team completed. Council ICT to cost and schedule migration over next 3 weeks.</p> <p>Risk: Availability of Council ICT staff to prioritise this work and deliver within TAU required timeframe</p>
Lifting Capability	Project management competence	Training underway of 4 half-day session with 1 st cohort of 15 staff from across TAU. Completed session 3. Hugely successful and 2 further cohorts planned to go through same process July-September subject to availability of budget.
Council Group Shared Services	GSS Feasibility study to consolidate 13 functions across Council, AT, TAU and Panuku into a shared function.	Outcome: Feasibility completed and outcome presented on 16 June to Value for Money committee for decision for GO/No GO. Scope reduced to ICT functions only. Next step is a 3-4 month detailed assessment of the 4 entities ICT functions with a report due Nov 22 to go to Value for Money committee.



[REDACTED]

[REDACTED]

- [REDACTED]
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[REDACTED]	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]
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S7(2)(f)(i),(h),(i),(g) LGOIMA 1987

Tātaki Auckland Unlimited – Financials

For the period ending 31 May 2022

Consolidated Tātaki Auckland Unlimited Financials



Direct operating performance

(\$ million)	Notes	FY21	FY22 YTD			FY22
		Actual	Actual	Adjusted Budget	Variance	SOI Budget
Net direct expenditure	A	86.9	97.0	107.8	10.8	107.8
Direct revenue	B	81.7	100.2	80.3	19.9	88.0
Fees & user charges		24.3	14.0	35.8	(21.8)	39.5
Operating grants and subsidies		27.1	65.3	14.6	50.7	16.8
Other direct revenue		30.3	20.9	29.9	(9.0)	31.7
Direct expenditure	C	168.6	197.2	188.1	(9.1)	195.8
Employee benefits		75.3	75.2	74.7	(0.5)	80.8
Grants, contributions & sponsorship		9.3	49.5	12.5	(37.0)	12.6
Other direct expenditure		84.0	72.5	100.9	28.4	102.4
Other key operating lines						
AC operating funding		96.0	96.1	107.8	11.7	107.8
AC capital funding	D	46.4	35.2	51.2	16.0	56.7
Working Capital Fund repayment		-	(0.2)	0.0	(0.2)	0.0
Capital Grants paid to RFA Partners		1.1	1.1	0.0	1.1	0.0
Capital Contributions		0.0	0.6	0.0	0.6	0.0
Depreciation		39.0	35.8	41.8	6.0	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 to the COVID driven adverse revenue results and uncertainties regarding future revenues.

B: Direct Revenue is favourable due to unbudgeted 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 adverse due to unbudgeted Activate and Reactivate Tamaki Makaurau expenditure, offset by changes in programme timing as a result of Trans-Tasman border restrictions and resurgence of COVID domestically, delays in implementation of the organisational design/target operating model and further cost controls during lockdown.

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

Outlook:

COVID will continue to have further revenue impacts over the final month despite COVID restrictions having eased, with costs controlled to partially mitigate revenue impacts.

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 Tātaki Auckland Unlimited progressing further as the optimal Rōpū structures are implemented.