I hereby give notice that an ordinary meeting of the Finance and Performance Committee will be held on:

Date: Tuesday, 19 March 2019  
Time: 9.30am  
Meeting Room: Reception Lounge  
Venue: Auckland Town Hall  
301-305 Queen Street  
Auckland

Komiti ā Pūtea, ā Mahi Hoki / Finance and Performance Committee

OPEN AGENDA

MEMBERSHIP

Chairperson: Cr Ross Clow  
Deputy Chairperson: Cr Desley Simpson, JP  
Members:  
Cr Josephine Bartley  
Cr Dr Cathy Casey  
Deputy Mayor Cr Bill Cashmore  
Cr Fa’anana Efeso Collins  
Cr Linda Cooper, JP  
Cr Chris Darby  
Cr Alf Filipaina  
Cr Hon Christine Fletcher, QSO  
Mayor Hon Phil Goff, CNZM, JP  
Cr Richard Hills  
IMSB Member Terrence Hohneck  
Cr Penny Hulse  
Cr Mike Lee  
Cr Daniel Newman, JP  
Cr Greg Sayers  
Cr Sharon Stewart, QSM  
IMSB Chair David Taipari  
Cr Sir John Walker, KNZM, CBE  
Cr Wayne Walker  
Cr John Watson  
Cr Paul Young

(Quorum 11 members)

Sandra Gordon  
Senior Governance Advisor

13 March 2019

Contact Telephone: (09) 890 8150  
Email: sandra.gordon@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Terms of Reference

Responsibilities

The purpose of the Committee is to:
(a) control and review expenditure across the Auckland Council Group to improve value for money
(b) monitor the overall financial management and performance of the council parent organisation and Auckland Council Group
(c) make financial decisions required outside of the annual budgeting processes

Key responsibilities include:

- Advising and supporting the mayor on the development of the Long Term Plan (LTP) and Annual Plan (AP) for consideration by the Governing Body including:
  o Local Board agreements
  o Financial policy related to the LTP and AP
  o Setting of rates
  o Preparation of the consultation documentation and supporting information, and the consultation process, for the LTP and AP
- Monitoring the operational and capital expenditure of the council parent organisation and Auckland Council Group, and inquiring into any material discrepancies from planned expenditure
- Monitoring the financial and non-financial performance targets, key performance indicators, and other measures of the council parent organisation and each Council Controlled Organisation (CCO) to inform the Committee’s judgement about the performance of each organisation
- Advising the mayor on the content of the annual Letters of Expectations (LoE) to CCOs
- Exercising relevant powers under Schedule 8 of the Local Government Act 2002, which relate to the Statements of Intent of CCOs
- Exercising Auckland Council’s powers as a shareholder or given under a trust deed, including but not limited to modification of constitutions and/or trust deeds, granting shareholder approval of major transactions where required, exempting CCOs, and approving policies relating to CCO and CO governance
- Approving the financial policy of the Council parent organisation
- Overseeing and making decisions relating to an ongoing programme of service delivery reviews, as required under section 17A of the Local Government Act 2002
- Establishing and managing a structured approach to the approval of non-budgeted expenditure (including grants, loans or guarantees) that reinforces value for money and an expectation of tight expenditure control
- Write-offs
- Acquisition and disposal of property, in accordance with the long term plan
- Recommending the Annual Report to the Governing Body
- Te Toa Takatini
Powers

(a) All powers necessary to perform the committee’s responsibilities, including:
   a. approval of a submission to an external body
   b. establishment of working parties or steering groups.
(b) The committee has the powers to perform the responsibilities of another committee, where it is necessary to make a decision prior to the next meeting of that other committee.
(c) The committee does not have:
   a. the power to establish subcommittees
   b. powers that the Governing Body cannot delegate or has retained to itself (section 2).
Exclusion of the public – who needs to leave the meeting

Members of the public

All members of the public must leave the meeting when the public are excluded unless a resolution is passed permitting a person to remain because their knowledge will assist the meeting.

Those who are not members of the public

General principles

- Access to confidential information is managed on a “need to know” basis where access to the information is required in order for a person to perform their role.
- Those who are not members of the meeting (see list below) must leave unless it is necessary for them to remain and hear the debate in order to perform their role.
- Those who need to be present for one confidential item can remain only for that item and must leave the room for any other confidential items.
- In any case of doubt, the ruling of the chairperson is final.

Members of the meeting

- The members of the meeting remain (all Governing Body members if the meeting is a Governing Body meeting; all members of the committee if the meeting is a committee meeting).
- However, standing orders require that a councillor who has a pecuniary conflict of interest leave the room.
- All councillors have the right to attend any meeting of a committee and councillors who are not members of a committee may remain, subject to any limitations in standing orders.

Independent Māori Statutory Board

- Members of the Independent Māori Statutory Board who are appointed members of the committee remain.
- Independent Māori Statutory Board members and staff remain if this is necessary in order for them to perform their role.

Staff

- All staff supporting the meeting (administrative, senior management) remain.
- Other staff who need to because of their role may remain.

Local Board members

- Local Board members who need to hear the matter being discussed in order to perform their role may remain. This will usually be if the matter affects, or is relevant to, a particular Local Board area.

Council Controlled Organisations

- Representatives of a Council Controlled Organisation can remain only if required to for discussion of a matter relevant to the Council Controlled Organisation.
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1 **Apologies**

An apology from Deputy Mayor BC Cashmore for absence, on council business, has been received.

2 **Declaration of Interest**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 **Confirmation of Minutes**

That the Finance and Performance Committee:

a) confirm the ordinary minutes of its meeting, held on Tuesday, 19 February 2019, including the confidential section, as a true and correct record.

4 **Petitions**

At the close of the agenda no requests to present petitions had been received.

5 **Public Input**

Standing Order 7.7 provides for Public Input. Applications to speak must be made to the Governance Advisor, in writing, no later than one (1) clear working day prior to the meeting and must include the subject matter. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders. A maximum of thirty (30) minutes is allocated to the period for public input with five (5) minutes speaking time for each speaker.

5.1 **Public Input - Eden Park Trust**

Te take mō te pūrongo

**Purpose of the report**

1. To make a presentation to the Finance and Performance Committee related to the Eden Park Trust loan guarantee.

Whakarāpopototanga matua

**Executive summary**

2. Mr Doug McKay, Chairperson – Eden Park Trust wishes to address the committee regarding the Eden Park Trust loan guarantee.

Ngā tūtohunga

**Recommendation/s**

That the Finance and Performance Committee:

a) receive and thank Mr Doug McKay, Chairperson – Eden Park Trust for his presentation regarding the Eden Park Trust loan guarantee.
6 Local Board Input

Standing Order 6.2 provides for Local Board Input. The Chairperson (or nominee of that Chairperson) is entitled to speak for up to five (5) minutes during this time. The Chairperson of the Local Board (or nominee of that Chairperson) shall wherever practical, give one (1) day’s notice of their wish to speak. The meeting Chairperson has the discretion to decline any application that does not meet the requirements of Standing Orders.

This right is in addition to the right under Standing Order 6.1 to speak to matters on the agenda.

6.1 Local Board Input - Albert-Eden Local Board relating to Eden Park

Te take mō te pūrongo
Purpose of the report
1. To make a presentation to the Finance and Performance Committee regarding Eden Park

Whakarāpopototanga matua
Executive summary
2. At its meeting held on 27 February 2019 the Albert-Eden Local Board considered an item of extraordinary business and resolved

Resolution number AE/2019/28
MOVED by Chairperson P Haynes, seconded by Member J Rose
That the Albert-Eden Local Board:

a) confirm its support for Eden Park continuing to operate over the next ten years.
b) call on the Governing Body to confirm that it will not allow Eden Park to cease operating.
c) request the Governing Body to respond positively to requests for funding required to keep Eden Park operating, but do so responsibly by carefully considering accountability, control and sustainability and balanced against the financial investment needed for publicly owned local assets.

Resolution number AE/2019/29
MOVED by Chairperson P Haynes, seconded by Member J Rose:
That the Albert-Eden Local Board:

d) support Eden Park in the process of becoming independently financially sustainable through the limited and reasonable use of Eden Park for public non-sporting events.

3. Mr Peter Haynes, Chairperson of the Albert-Eden Local Board wishes to address the committee.

Ngā tūtohunga
Recommendation/s
That the Finance and Performance Committee:

a) receive and thank Albert-Eden Local Board Chair, Peter Haynes, for his presentation regarding Eden Park.
7 Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-
(a) The local authority by resolution so decides; and
(b) The presiding member explains at the meeting, at a time when it is open to the public,-
   (i) The reason why the item is not on the agenda; and
   (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-
(a) That item may be discussed at that meeting if-
   (i) That item is a minor matter relating to the general business of the local authority; and
   (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”
Te take mō te pūrongo
Purpose of the report
1. To receive the recommendations from the Appointments, Performance Review and Value for Money Committee.

Whakarāpopototanga matua
Executive summary
2. At its meeting on 7 March 2019, the Appointments, Performance Review and Value for Money Committee considered the attached report and resolved as follows:
   Resolution number APP/2019/11
   MOVED by Cr D Simpson, seconded by Mayor P Goff
   That the Appointments, Performance Review and Value for Money Committee:
   a) receive the Auckland Council progress report on savings up to 31 December 2018.
   b) refer the Auckland Council progress report on savings up to 31 December 2018 to the Finance and Performance Committee for their consideration.
3. The original report to the 7 March 2019 meeting is attached (Attachment A) which provides detailed information. A presentation in support of the report will be made at the meeting.

Ngā tūtohunga
Recommendation/s
That the Finance and Performance Committee:
   a) receive the Auckland Council progress report on savings up to 31 December 2018 (included in Attachment A of the agenda report).

Ngā tāpirihanga
Attachments

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Ngā kaihaina
Signatories
Author       Suad Allie - Governance Advisor
Authoriser  Matthew Walker - Group Chief Financial Officer
Te take mō te pūrongo
Purpose of the report
1. To provide the Appointments, Performance Review and Value for Money Committee an update on the progress towards meeting the 10-year Budget 2018-2028 (LTP) operating budget savings target for Auckland Council.

Whakarāpopototanga matua
Executive summary
2. The LTP includes a $62 million savings target over the first three years for Auckland Council. The target for financial year 2018/2019 is $23 million.
3. A centralised process for identifying, measuring and reporting on savings to improve transparency on the achievement of the savings target within the LTP has been developed.
4. This approach captures benefits across six key workstreams, being:
   - procurement – reducing contract spend with third parties through negotiating better terms for the council
   - organisational design – implementing structures that remove duplication and leverage capability and capacity more efficiently
   - technology – leveraging existing investments for better outcomes or implementing new tools that create efficiencies such as automation
   - increasing non-rates revenue – identifying new or growing existing revenue streams
   - prudent financial management – a strong focus on costs through a culture of questioning and challenging all expenditure, managing spend against budgets and applying controls around activities such as travel and recruitment
   - Value for Money – capturing benefits that have been identified through the Value for Money reviews.
5. Up to 31 December 2018 $13.5 million of savings have been realised, leaving a balance of $9.5 million to be achieved for the remainder of the year.
6. The majority of the savings has been met through a strong focus on prudent financial management ($8.5 million), with the rest spread across the other workstreams.
7. On top of the $23 million, a further $7 million cost increase will be met through strong financial management within Infrastructure and Environmental Services. The additional cost is driven primarily by increased recycling and insurance costs.

Ngā tūtohunga
Recommendation/s
That the Appointments, Performance Review and Value for Money Committee:
   a) receive the Auckland Council progress report on savings up to 31 December 2018.
Horopaki
Context
8. A savings target has been included in the LTP after considering the level of the expenditure required to provide council services and the level of rates we collect. This considers changes to operating budgets impacted by items such as growth, interest and inflation, the levels of external revenue, political decisions and the overall affordability of rates increases.
9. The savings target is set at a level to provide enough focus on efficiencies without detriment to agreed service levels or health and safety.
10. There are many levers that can be used to deliver savings and efficiencies including:
   - procurement – reducing contract spend with third parties through negotiating better terms for the council
   - organisational design – implementing structures that remove duplication and leverage capability and capacity more efficiently
   - technology – leveraging existing investments for better outcomes or implementing new tools that create efficiencies such as automation
   - increasing non-rates revenue – identifying new or growing existing revenue streams
   - prudent financial management – a strong focus on costs through a culture of questioning and challenging all expenditure, managing spend against budgets and applying controls around activities such as travel and recruitment
   - Value for Money – reviewing the cost effectiveness of our services. This report only captures the cost savings on operating expenditure, not the overall benefits of the programme, or other financial benefits such as cost avoidance and reductions in the cost of capital expenditure. Separate reporting will be provided to this committee on the wider Value for Money programme.
11. The savings target relates to operating expenditure. It excludes any benefit relating to capital works and cost avoidance.

Tātaritanga me ngā tohutouhu
Analysis and advice
12. As at 31 December 2018, $13.5 million of savings have been realised, leaving a balance of $9.5 million to be achieved for the remainder of the year.
13. The majority of the savings has been met through a strong focus on prudent financial management, with the rest spread across the other workstreams.

Procurement
14. Savings to date of $1.0 million have been achieved.
15. The key initiatives in delivering cost savings over the last six months have been:
   - Corporate property ($0.8 million): savings from negotiating lower repair costs for property leases that were up for renewal.
   - Internet connection ($0.2 million): savings from negotiating better prices for the council’s internet service contracts.
16. Other procurement benefits have been achieved to avoid $26.1 million of cost pressures and reduce costs of planned capital projects.
17. Work is underway on streamlining low risk and low value procurements in order to reduce both the internal cost and external cost of these procurements with further initiatives in the pipeline.
Organisational design

18. Savings to date of $2.1 million have been achieved.

19. The key initiatives delivering cost savings over the last six months have been:
   - Commercial Finance ($1.1 million): The re-design of the Commercial Finance team to reduce the number of administrative tasks, whilst continuing to provide high quality advice and support.
   - ACIL ($1.0 million): The disestablishment of Auckland Council Investment Limited (ACIL) which reduced costs associated with management overhead and board director fees.

20. Further work is underway on:
   - Corporate Support Review - improving purchasing, planning and reporting processes to simplify the way that Auckland Council carries out purchasing and develops its financial plans and performance reports.
   - Sector shared services – discussions are in progress with another local authority on shared service options. They are investigating replacing their end-of-life finance technology platform. The discussions have been on a model based on co-operative principles that could potentially work for wider sector opportunities.

Technology

21. Savings to date of $0.9 million have been achieved.

22. This has been achieved primarily through:
   - Technology infrastructure costs ($0.7 million): The council has reduced costs relating to the licencing of its information and technology communication infrastructure.
   - Robotics process automation ($0.2 million): New robotic processes have been introduced into the council’s transaction services, automating invoice and payment processing.

23. Further work underway that will be delivering benefits in the second half of the year, and in the future include:
   - Building consents mobile inspection platform
   - Digital engagement platform
   - Governance technology - phase 1
   - Legacy property records digitisation
   - Multi-cloud data centre
   - Pools and leisure staff rostering
   - Regulatory billing improvements
   - Further robotic process automation.

Increasing non-rates revenue

24. Additional non-rates revenue of $0.5 million has been earned.

25. This has been achieved primarily through venue and facilities hire ($0.5 million). With the improvements in the digital booking system, revenue is 20 per cent above budget.

26. Ongoing improvements in digital technology will help support future revenue growth through more self-service offerings and increasing awareness of the services council offer.
Prudent financial management

27. Savings to date of $8.5 million have been achieved.

28. This is primarily due to a strong focus on the employee benefits spend. Specific initiatives include:
   - Better use of contingent workers
   - Decommissioning budgeted inactive roles
   - Improved workforce planning and reporting
   - Use of tools such as Skype for Business to reduce the need for travel.

29. The savings have been achieved primarily across the Finance, Planning and People and Performance functions.

30. The general focus on costs through a culture of questioning and challenging all expenditure will be maintained.

Value for Money

31. Savings to date has resulted in a cost reduction of $0.5 million.

32. This is primarily reduced expenditure from:
   - Communications and Engagement ($0.5 million): This includes reduced cost for Our Auckland and research reports.

33. The Value for Money s17A programme has identified potential benefits of over $500 million across the wider council group over the next 10 years. This includes benefits that are not direct cost savings (benefits that will reduce the council’s operating expenditure), such as cost avoidance and reductions in the cost of the council’s capital programme.

34. Separate reporting is provided to this committee on the progress of the Value for Money s17A programme.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

35. The target for 2018/2019 applies to Auckland Council. The council-controlled-organisations have their own internal targets.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

36. The centralised savings approach has been set at a regional level. None of the initiatives delivered or in delivery have specific local board impact on service level reductions.

Tauākī whakaaweawe Māori
Māori impact statement

37. The savings initiatives delivered or in delivery have no specific impact on Māori outcomes.

Ngā ritenga ā-pūtea
Financial implications

38. This report provides visibility on how council is performing on its savings target which supports meeting the annual budget for 2018/2019.

39. There are financial implications on the annual budget if the savings target is not met for 2018/2019. This may result in a slightly higher debt level and will have flow on effects through to the Annual Budget 2019/2020.

40. Any additional budget pressures may also result in additional savings being required.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

41. Some of the initiatives that have been identified to deliver savings are active projects currently being delivered. As with any project there are risks to delivery including resource availability, competing priorities and technical dependencies.

Ngā koringa ā-muri
Next steps

42. Work will continue developing a robust benefits register to support the 10-year budget savings programme.

43. The next update will be provided after the council’s quarter three results are finalised.

Ngā tāpirihanga
Attachments

There are no attachments for this report.

Ngā kaihaina
Signatories

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<th>Robert Irvine - Head of Group Financial Planning</th>
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<tr>
<td>Authorisers</td>
<td>Nick Bird - Financial Analyst</td>
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<tr>
<td></td>
<td>Matthew Walker - Group Chief Financial Officer</td>
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<td>Phil Wilson - Governance Director</td>
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Auckland Council progress on savings up to 31 December 2018

7 March 2019
Overview

- Progress for the 6 months to 31 December 2018

- Progress update on:
  - Corporate Property Strategy
  - Robotic Process Automation
  - Building Consent Inspect Mobilisation
Progress for the 6 months to 31 December 2018

Background
- The 10-year budget includes a $62 million savings target over the first three years, with a $23 million target for financial year 2018/2019.

- This contributes to the total target for the 10-year period of over $560 million.
Progress for the 6 months to 31 December 2018

Savings achieved

- Up to 31 December 2018 $13.5 million of savings have been realised, leaving a balance of $9.5 million to be achieved for the remainder of the year.

- The savings achieved to date, equates to approximately $135 million over 10-years. This is 24% of the overall $560 million target.

- More than $500 million of other benefits such as cost avoidance and capital expenditure savings have been identified through the Value for Money, procurement and other workstreams.
## Progress for the 6 months to 31 December 2018

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<th>Workstream</th>
<th>Savings initiatives</th>
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<td>Procurement</td>
<td>Corporate property renegotiations</td>
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<td>Internet Connection renegotiations</td>
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<td>ACIL disestablishment</td>
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<td>Technology</td>
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<td>Technology infrastructure licensing cost reduction</td>
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<td>Venue and facilities hire digital booking system</td>
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<td>Reduced costs in communications and engagement</td>
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<td>Focus on employee benefits including improved workforce</td>
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<td>planning and reporting and better use of contingent</td>
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<td></td>
<td>workers</td>
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<td>Total</td>
<td>$13.5m</td>
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Progress for the 6 months to 31 December 2018

Further potential opportunities:

- Corporate property strategy
- Further robotic process automation
- Building Consent Inspect Mobilisation
- Streamline low risk and low value procurements
- Corporate support review
- Sector shared services
- Multi-cloud data centre
- Digital transformation enabling self-serve and awareness of services
- Ongoing prudent financial management
- Future VFM reviews
Recommendations from Appointments, Performance Review and Value for Money Committee - Auckland Council progress on savings up to 31 December 2018
FY19 Runs on the board – Disposals (value released / cost and risk avoidance)

- **35 Graham St** - Out to market now.
  - Two stage EOI/RFP process designed to allow purchaser to advocate for non-financial value-based outcomes alongside financials

- **4-10 Mayoral Drive / Aotearoa station** - Out to market 16 March
  - Two stage EOI/RFP process designed to achieve station / over station design and delivery integration and achieve council public realm strategic objectives of Aotea Precinct Framework

- **6 Henderson Valley Road** - Currently in negotiation with an interested party
  - Disposal fully integrated with wider Unlock Henderson programme objectives

- **6 Osterley Way Manukau / Kotuku House** - Out to market Q4 FY19
  - Two stage EOI/RFP process in planning integrated with wider Transform Manukau objectives.

- **Other sites**: Orewa, Pukekohe and Papakura: Panuku and Corporate Property are working to deliver development framework documents to relevant local boards during 2019 calendar year.
**FY19 Runs on the board – Reinvestment, enabling staff to deliver for our customers**

- HO Reconfiguration to accept 35 Graham St staff consolidation has commenced.
- Complete FY20

- Operational consolidation in the north to Manukau Civic and Kolotuk House complete
- Provisionally $5m cost avoided through early lease surrender terms

- 4 Spokes now delivered; 13 Spokes complete end of FY19
- 10 Library and Leisure Centre spaces refreshed end of FY19

- More than 80% of our staff now want the ability to work in a shared / flexibly
- Corporate WiFi extended to our Library network for our staff. Enabled FY19
- New Devonport Takapuna LB and Customer Service Centre in design
- New Franklin LB and Customer Service Centre in design
Robotic Process Automation (RPA)

- Robotic Process Automation (RPA) uses software to automate repetitive, mundane tasks within business processes to free up staff to focus on value added activities.
- The RPA program has deployed ten “BOT’s” since February 2018, generating benefits of over $848k (of which $200k is direct budget savings) across the following business units:
  - Citizens and Insights - Public Consultation process for the Long-Term Plan (LTP) saving 4,274 hours.
Robotic Process Automation (RPA)

- Citizens and Insights - The RLTP process which allowed us to meet the challenging timeframes to deliver.

- Regulatory - Building Consents lapsing process provided customers early notification that their consents were due to expire.

- Regulatory - Animal Management automated the handling time between the “Call Centre” and the “Animal Management Officers” (AMO). This resulted in improved faster deployment of AMOs and quicker resolution times.
Robotic Process Automation (RPA)

- Financial Transactions - Accounts Payable invoicing automated the checking process of goods receipting to an invoice, allowing for budget savings.

- Sentient - automation ensured SAP and Sentient had updated project financial information.

- The RPA programme was recognised at ALGIM in November 2018, winning the “Best Use of New Emerging Technology” award and is taking these learnings and collaborating with Auckland Transport and other CCO’s as well as other Councils around the country (i.e. Tauranga, BOPLASS, Environment Canterbury).
Building Consent Inspect Mobilisation

Introducing a single inspections operating model across the Auckland region

All inspectors have new devices with robust connections, a new inspections app, access to historical information. Giving real time results to our customers.

Customers will feel the benefits of Inspect through e.g. increased lead and inspection times enabling them to plan and manage projects more efficiently. Inspections will be more consistently conducted with results more consistently presented across the region.
## Go Live Stats & Feedback

<table>
<thead>
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<td>4,434</td>
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### Inspect Project

18 Feb 2019 - Jeff Fahrensohn, Business Owner

A major milestone for us today - after months of preparation, we’re up and running with Inspect, our new regional inspection app. Plus Manukau joins the rest of the region on Click for scheduling and customer communication.

So today, for the very first time, we are working the same way, using the same tools and applying consistent business rules across the region. The team is kitted out with new SurfacePros with the Inspect app now activated. Inspectors have access to inspection history including photos, and can easily create new inspections, change inspection types and copy/paste inspections to speed things up. Inspection results flow automatically into SAP and customers get the PDF with the result immediately posted to their dashboard.

It’s a brave new world – and it will be a much better one for us and our customers.

- “Best Council roll-out I’ve seen”... South
- “Early days and needs time to embed but so far so good”... Manukau
- “The system roll-out was better than we could have possibly expected and the feedback from our people has been positive”... Central
- “Team has adjusted well, and it’s been easy to get hold of the support team”... West
- “Most people have adjusted well and are supporting the others”... North
Auckland Council Green Bond Activities and Green Bond Pledge

File No.: CP2019/02874

Te take mō te pūrongo
Purpose of the report
1. To update committee members on council’s green bond activities and to seek endorsement of Auckland Council’s commitment to the Green Bond Pledge.

Whakarāpopototanga matua
Executive summary
2. Green Bonds are debt instruments where proceeds are used to finance climate-friendly or environmental projects. This market has grown rapidly offshore over the last decade, but the New Zealand market is in its early stages of development.

3. Auckland Council established its Green Bond Framework in May 2018 and was the first New Zealand issuer of a Green Bond in June 2018, raising $200m to refinance Auckland Transport’s electric trains.

4. Council has received international recognition for its market leading green bond issuance. Some other New Zealand organisations have since issued green bonds.

5. The Green Bond Pledge is a joint initiative developed and designed by international climate finance and environmental groups including the Climate Bonds Initiative, Mission 2020, CDP (formerly the Carbon Disclosure Project), Ceres, Citizens Climate Lobby, California Governor’s Office, California Treasurer’s Office, Global Optimism, the Natural Resources Defense Council and The Climate Group.

6. The Pledge seeks to further drive the rapid growth of a green bonds market, consistent with global best practices, recognising that green bonds can play a key role in financing climate resilient and low carbon infrastructure and capital projects.

7. Committing to the Green Bond Pledge will further demonstrate Auckland Council’s commitment to identifying and delivering more sustainable finance options as well as our broader commitments to act on climate, deliver a more sustainable Auckland and improve our natural environment.

8. Staff recommend that the Committee endorses Auckland’s commitment to the Green Bond Pledge.

Ngā tūtohunga
Recommendation/s
That the Finance and Performance Committee:

a) note the update on council’s green bond activities

b) endorse Auckland Council’s commitment to the Green Bond Pledge.

Horopaki
Context

Green Bonds
9. Green Bonds are debt instruments where the proceeds are earmarked to finance or refinance projects, assets or business activities with a “green” environmental benefit, such as low carbon transport, renewable energy, water and waste management, and low carbon buildings.
10. The key difference between conventional and green bonds is the specified use of proceeds. Investors are increasingly focused on integrating environmental, social and governance (ESG) factors into their investment processes and actively seeking investments that can demonstrate broader social and environmental outcomes.


**Auckland Council Green Bond Activity**


13. The Auckland Council Green Bond was the first issuance by a domestic New Zealand borrower and raised $200m for the refinancing of Auckland Transport’s electric trains.

14. The Green Bond issue also saw broader benefits to Auckland Council including:
   - an increase in the diversity of Auckland Council’s investor base;
   - deeper engagement with investors through increased visibility; and
   - reinforcement of our commitments to the environment and sustainability.


**Green Bond Pledge**

17. The Green Bond Pledge is a joint initiative developed and designed by international climate finance and environmental groups including the Climate Bonds Initiative, Mission 2020, CDP (formerly the Carbon Disclosure Project), Ceres, Citizens Climate Lobby, California Governor’s Office, California Treasurer’s Office, Global Optimism, the Natural Resources Defense Council and The Climate Group.

18. Council has worked with The Green Bond Pledge on a tailored commitment comprising four clauses:
   a) A statement that all infrastructure and capital projects should be climate resilient and where relevant, support the reduction of greenhouse gas emissions.
   b) An acknowledgment of the role that green bonds can play in helping to achieve the financing of that infrastructure.
   c) The commitment of signatories to support the rapid growth of a green bonds market, consistent with global best practices that can meet the financing needs being faced globally, and a commitment to issue, whenever applicable and appropriate, bonds for infrastructure as green bonds.
The commitment of signatories to support this goal by establishing a green bonds strategy that will finance infrastructure and capital projects that meet the challenges of climate change while transforming into a competitive, prosperous and productive economy. For example, future Green Bond issuance must be cost effective.

19. Current signatories to the Green Bond Pledge include:
   - the Government of Mexico City,
   - the City and County of San Francisco,
   - the Government of the Hong Kong Special Administrative Region of the People’s Republic of China;
   - the Luxembourg Green Exchange;
   - and New South Wales’ Local Government Super.

Tātaritanga me ngā tohutohu
Analysis and advice

20. Council has engaged with the Climate Bonds Initiative, convenors for the Green Bond Pledge, to clarify and confirm the specific requirements and commitments of the Green Bond Pledge.

21. Council’s legal team has done review of the Green Bond Pledge. This legal review has also informed the proposed wording of the commitments set out in paragraph 18, which the legal team is comfortable with.

22. Further rationale and analysis for each of the four Green Bond Pledge commitments is set out below.

23. The requirement that infrastructure and capital projects should be climate resilient noted in clause (a) reflects the broad consensus regionally, nationally and internationally that climate change will have numerous impacts that could affect physical assets and infrastructure. For Auckland, these effects are highlighted in the Auckland Region Climate Change Projections and Impacts report commissioned by Auckland Council and released in 2018. Ensuring our assets and infrastructure are resilient to these climate change impacts will have long term positive implications socially, environmentally and financially. Impacts to communities and natural resources can be reduced through the development of more resilient infrastructure, whilst long term financial costs associated with renewals and repairs of climate-impacted assets could also be minimised or even avoided.

24. Auckland’s infrastructure also has a role to play in supporting the region’s greenhouse gas emissions reduction targets, both through the specific construction materials and methods employed, as well as in the nature and form of the infrastructure systems that are developed. For example, improving our public transport system and investing in low and zero emissions vehicles will help to reduce the region’s transport greenhouse gas emissions.

25. As noted above, proceeds of green bond issuances are specifically used to finance projects, assets or business activities with a “green” environmental benefit and therefore can be used to finance climate resilient, low carbon infrastructure, as set out in clause (b) of the commitments.

26. Clause (c) of the commitments notes that the Green Bond Pledge does not require all future bond issuances from Council to be Green Bonds, simply those that are applicable and appropriate. The applicability of assets will be determined by the criteria set out in Auckland Council’s Green Bond Framework (https://www.aucklandcouncil.govt.nz/about-auckland-council/business-in-auckland/Documents%20%20Green%20Bond%202018/green-bond-framework-9-may-2018.pdf). Whether the issuance of a green bond is appropriate will be determined by council’s Green Bond Working Group established by the Green Bond Framework and will take into consideration aspects such as cost-effectiveness and market conditions.
27. The Green Bond Framework that has been developed by Auckland Council addresses the requirements of the clause (d) in the Green Bond Pledge to establish a green bonds strategy.

**Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera**

**Council group impacts and views**

28. The proceeds of green bond issuances by council can be used to fund both Council and council-controlled organisation infrastructure.

29. Council has therefore engaged with the relevant council-controlled organisations whose assets have received, or may in the future receive, green bond proceeds on the commitments set out within the Green Bond Pledge. The council-controlled organisations have provided feedback on the Green Bond Pledge and are comfortable with the proposed commitments set out above.

**Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe**

**Local impacts and local board views**

30. Local boards were not consulted on this report as this is a region-wide issue and not specific to a particular local board.

**Tauākī whakaaweawe Māori**

**Māori impact statement**

31. Māori are more likely to be negatively affected by the impacts of climate change. Many Māori communities and marae are located in coastal areas, and Māori hold significant investments in climate-exposed primary industries. Māori also have Treaty of Waitangi interests in the protection of their ancestral lands and waterways.

32. Therefore, issuing Green Bonds and directing finance towards low carbon and climate adaptation projects has the potential to improve outcomes for Māori. The environment and climate focus of projects that could be funded by green bonds also has the potential to improve outcomes for those aspects that are particularly important to Māori, such as te mauri o te wai.

**Ngā ritenga ā-pūtea**

**Financial implications**

33. The financial implications of issuing Green Bonds relative to a traditional bond are minor. There is likely to be pricing benefits (although difficult to quantify given the early development stage of the market in New Zealand) offset by marginally higher set-up costs and ongoing assurance and reporting costs.

**Ngā raru tūpono me ngā whakamaurutanga**

**Risks and mitigations**

34. The risks of Green Bonds are very similar to that of a traditional bond, (for example, lack of investor demand or pricing exceeding expectations).

35. The additional risks are mainly associated with reputational issues (for example, ineffective messaging) or failing to comply with ongoing audit and reporting requirements.

36. There is also a risk resulting from the fact that the NZD Green Bond market is largely untested, so investor reaction is less certain.

37. The risks associated with committing to the Green Bond Pledge are minimal as it does not require all future bond issuances to be green, simply those that are appropriate and applicable.
Ngā koringa ā-muri

Next steps

38. Following endorsement of this report an announcement on Auckland Council’s commitment to the Green Bond Pledge will be made.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Authors</th>
<th>Alec Tang - Principal Specialist Corporate Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>John Bishop - Treasurer and General Manager Financial Transactions</td>
</tr>
<tr>
<td>Authorisers</td>
<td>Jacques Victor - GM Auckland Plan Strategy and Research</td>
</tr>
<tr>
<td></td>
<td>Matthew Walker - Group Chief Financial Officer</td>
</tr>
</tbody>
</table>
Te take mō te pūrongo
Purpose of the report
1. To consider the Auckland Regional Amenities Funding Act (ARAFA) levy for 2019/2020.

Whakarāpopototangā matua
Executive summary
2. The Auckland Regional Amenities Funding Act 2008 (the Act) provides for ten regional organisations to submit annual funding applications to the Auckland Regional Amenities Funding Board (Funding Board).
3. At its 20 March 2018 meeting this committee was advised that one of those regional organisations (the New Zealand Maritime Museum) had been integrated into Regional Facilities Auckland (RFA), and that the funding to the Maritime Museum is now provided through RFA (FIN/2018/37).
4. The Funding Board must analyse the funding applications from the nine remaining regional organisations and prepare a draft funding plan. The Funding Board now seeks a total levy from council of $15,504,500.
5. The Funding Board believes that the levels of funding proposed in this plan are in line with the key funding principles outlined in the Act, and in accordance with the primary purpose of the Act, which is the provision of a mechanism for adequate, sustainable and secure funding for the specified amenities.
6. Staff recommend that council approves the 2019/2020 funding levy request of $15,504,500 as it is consistent with the funding principles in the Act and those established by council.
7. The levy contains $340,000 for the Funding Board’s administration costs. The Funding Board has received the same level of administrative funding ($315,000) each year since its establishment in 2008, and the amount requested this year represents an increase of $25,000.
8. The administrative costs cover the directors’ honorarium fees and cost of the Advisory officer and general office expenses including printing, meeting costs and other legal and consultancy requirements.
9. The proposed levy is within the levy cap provided for by legislation but is more than what is allowed for in the 10-year Budget 2018-2028 because there was no allowance made for increases.

Ngā tūtohunga
Recommendation/s
That the Finance and Performance Committee:

a) approve the total levy applied for by Auckland Regional Amenities Funding Board of $15,504,500 for 2019/2020.
Horopaki

Context

10. The Act was put in place to establish a mechanism to provide adequate, sustainable and secure funding for the specified amenities that provide arts and culture, educational and rescue services throughout the Auckland region.

11. The Act established a Funding Board, which is an independent body whose role is to receive annual funding applications from the specified amenities identified in the Act, and to assess what would be a reasonable contribution towards the amenities' operational costs.

12. The Funding Board assesses the annual funding applications received from the amenities against the funding principles within the Act, and any additional principles adopted by Auckland Council. The funding principles include the following:
   - funding is primarily for provision of facilities or services by the amenities (i.e. operational)
   - funding is not available for capital expenses
   - funding is not for any part of facilities or services provided outside the Auckland region
   - funding is available only if the amenity has made all reasonable endeavours to maximise their funding from other available sources
   - the Funding Board must have regard to council's proposed rates increase for the forthcoming year
   - the amenities should align their activities to the Auckland Plan, and adopt relevant performance measures.

13. Once the Funding Board has conducted the analysis of the amenities' funding applications it is required under the Act to prepare a funding plan, circulate the plan for public consultation, and call for public submissions.

14. The amenities, like council, may provide a submission on the draft funding plan. The Funding Board must consider the submissions received when preparing the final funding plan.

15. The Act also requires that the funding plan must provide any information that is necessary for council to make an informed assessment of the annual levy (s25(2)(i)).

16. The Funding Board, having considered the amenities’ funding request, and any submissions, proposes a levy to Auckland Council.

17. Council's decision-making role regarding the levy is confined to providing a submission on the Funding Board’s draft funding plan, reviewing the total levy proposed by the Funding Board, and either agreeing to or rejecting the proposed levy. Allocations to individual amenities are the role of the Funding Board, not council.

18. Council staff are not able to comment on the amount of the funding being provided to the individual amenities, as it is the role of the Funding Board to analyse the funding requirements of each amenity.

Council's submission on the 2019/2020 Funding Plan

19. The committee at its 12 December 2018 meeting approved delegation of the council’s submission on the Funding Board's draft annual plan to the chair and deputy chair of this committee (FIN/2018/179). This submission (attachment B) noted the contribution of the Funding Board and the nine regional amenities to make Auckland a better place to live and visit.

20. The council’s submission also acknowledged the ongoing funding pressures that these amenities face. The submission noted that ratepayers have provided generous financial support to the regional amenities noting both the increasing funding demands and the growth within the Auckland region.
21. In response the Funding Board considered council’s submission and a response from the chair, Vern Walsh is at attachment C, advises:

(i) the Funding Board shares council’s concerns with the funding requests for future years (2020/2021 and 2021/2022) and notes the request from the Funding Board to the amenities to take a more realistic approach to forecasting future funding requirements

(ii) the Funding Board notes that the increased costs from the amenities is also reflective of the value of funds ‘returned’ to Auckland Council as hireage, consents and other costs which have continued to increase.

Tātaritanga me ngā tohutohu
Analysis and advice

Key elements of the 2019/2020 Funding Plan

22. The final 2019/2020 Funding Plan proposes a total levy of $15,504,500. This represents an overall increase of $877,500 or 6.14% compared to 2018/2019.

23. By way of comparison, the increases for the previous five years were:

<table>
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<th>Year</th>
<th>Total Funding Levy</th>
<th>$ increase / decrease</th>
<th>% increase / decrease from previous year</th>
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<tbody>
<tr>
<td>2019/2020</td>
<td>$15,504,500</td>
<td>$877,500</td>
<td>6.14%</td>
</tr>
<tr>
<td>2018/2019*</td>
<td>$14,602,000</td>
<td>$576,000 (across nine amenities)</td>
<td>?</td>
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<td>2017/2018</td>
<td>$16,165,500</td>
<td>$23,000</td>
<td>0.14%</td>
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<tr>
<td>2016/2017</td>
<td>$16,142,500</td>
<td>$994,100</td>
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<td>2015/2016</td>
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<td>$14,311,000</td>
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<td>2013/2014</td>
<td>$14,096,000</td>
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*Excludes the NZ Maritime Museum levy.

24. Increases can vary from year to year due to the needs of the individual amenities, and some one-off factors including an amenity not applying for funding, or a one-off grant being given to an amenity to fund a strategic review of their business.

Analysis

25. Under s.34(1)(c) of the Act 2008 the total maximum levy that can be proposed by the Funding Board is the amount equal to two percent of the revenue from rates of the Auckland Council in the previous financial year. This equates to $34,360,000. The final 2019/2020 Funding Plan proposes a total levy of $15,504,500 which represents forty-five percent of the maximum amount that could be charged.

26. The Act provides a ‘needs based’ funding mechanism, where the amenities receive the funding they require to keep them sustainable. That level of funding will vary over time for each amenity, due to changes in their operating environments. It is therefore difficult to make direct comparisons with previous year’s levies. The proposed increase in the levy is not out of line with previous year’s increases.
Advice

27. In line with council’s role in the Auckland Regional Amenities Funding Act levy process the following options are outlined below.

- **Option One – approve the levy.** There is no evidence that the proposed levy is inconsistent with the funding principles, and therefore there would be no grounds for council to reject the levy.

- **Option Two – reject the proposed levy.** This option is not recommended as there are no appropriate reasons for rejecting the levy because the Funding Board have advised they are satisfied with the specified amenities’ funding applications.

28. Approving the 2019/2020 Funding Plan will reinforce council’s ongoing commitment and long-term support for the nine specified amenities and support for the Funding Board’s rigorous approach to their work in the assessment and analysis of each specified amenities’ individual applications.

29. Staff recommend that the committee approves the levy for 2019/2020 being $15,504,500 as the levy request is consistent with the Act and there is no reason to dispute the levy.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

30. Decision making and oversight on regional activities is the responsibility of the Governing Body. This report relates to the funding relationship between the council, the Funding Board and the nine regional amenities.

Tauākī whakaaweawe Māori
Māori impact statement

31. The amenities have the ability to make positive contributions to Māori wellbeing, and to deliver on Auckland Plan outcomes and contribute to effective Māori capacity.

32. Some amenities have outlined the various programmes delivered that contribute to Māori wellbeing.

33. Additionally, a Funding Board member (Precious Clark) has been appointed to represent the interests of Māori in the Auckland region. Therefore, Māori wellbeing and perspectives are criteria for consideration throughout the Funding Board discussion at meetings.

Ngā ritenga ā-pūtea
Financial implications

34. The proposed levy is within the levy cap provided for by legislation but is more than what is allowed for in the 10-year Budget 2018-2028 because there was no allowance made for increases.

35. **Ngā raru tūpono me ngā whakamaurutanga**

Risks and mitigations

36. The ongoing risk to council is that the Auckland Regional Amenities Funding system provides little ability for council to ensure value for money from the amenities. There is also no direct accountability to council for the funding that the amenities receive.

37. The Funding Board works directly with the individual amenities. As well as analysing the funding applications of the amenities, the Funding Board also reviews the amenities’ annual and half year reports. This oversight by the Funding Board helps ensure that there is some scrutiny of the amenities’ activities, and that the amenities are only receiving funding for activities that they are entitled to under the Act.
38. There is also the ongoing risk to council from the indicated funding requests from the nine specified amenities for future years. The indication from the amenities is that they will be seeking substantial increases in future years. This risk is mitigated by the scrutiny that the Funding Board applies to the annual funding applications submitted by the amenities. Any increases to funding would need to be justified by the amenities in terms of the Act’s funding principles.

39. A further mitigation to substantial future funding requests is that the amenities have a statutory obligation to maximise revenue from other sources. Council is meant to be the funder of last resort for these organisations, a point which the Funding Board noted in its response to council’s submission on the draft funding plan.

Ngā koringa ā-muri

Next steps

40. If the committee approves the proposed levy, payment will be made to the Funding Board on 1 July 2019.

Ngā tāpirihanga

Attachments

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<td>B</td>
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<td>107</td>
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<td>C</td>
<td>Letter from Funding Board (response to council's submission)</td>
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Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Authorisers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Josie Meuli - Senior Advisor</td>
<td>Alastair Cameron - Manager - CCO Governance &amp; External Partnerships</td>
</tr>
<tr>
<td></td>
<td>Phil Wilson - Governance Director</td>
</tr>
<tr>
<td></td>
<td>Matthew Walker - Group Chief Financial Officer</td>
</tr>
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DRAFT 2019-2020 Funding Plan

AUCKLAND REGIONAL AMENITIES
FUNDING BOARD

January 2019
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Chair’s Report

The 2019-2020 Funding Plan represents the tenth year the Funding Board is distributing grants to the Specified Amenities. It is timely to reflect on the significant changes this funding has had on these organisations.

Nearly all the entities have grown in the ten years to the point where they are financially sustainable. Products, services and facilities have been expanded to reach further across Auckland; and more people than ever are benefiting from the role these entities have in the greater Auckland region.

The vibrant arts scene, the bustling beaches and harbours and the stimulating educational and cultural museum facilities are all benefiting from the increased levels of activities provided by the entities receiving regional funding. Aucklanders should be proud of the contributions these organisations are making towards Auckland being an exciting and dynamic international city.

In 2019-2020 the entities are again looking to further enhance the experiences enjoyed by those interacting with their organisations, using the facilities, or attending shows or educational programmes and productions put on for the public to enjoy.

During 2018 two new board members joined the Funding Board and quickly assimilated themselves becoming familiar with Funding Board processes and the Specified Amenities themselves. Due to other professional demands, one of the new directors has subsequently resigned and the Amenities Board has recently appointed a replacement.

Over the last ten years the Funding Board has gained a large amount of knowledge regarding the operation of these organisations. The board considers it has followed a rigorous assessment process when considering the annual funding applications and determining the allocation of grants for 2019-2020.

It is pleasing to see in the funding applications received and assessed by the Funding Board that, where appropriate and practical, specific outcomes relating to the interests of Māori are incorporated into the day to day operations of the Specified Amenities. Some of these initiatives are detailed in the summaries prepared by each organisation starting from Page 18 onwards.

The total gross 2019-2020 proposed levy is set at $15,504,500. This represents additional funding towards the Specified Amenities of $877,500 for 2019-2020.

As in previous years, the Specified Amenities return a significant proportion of the annual levy back to Auckland Council in the form of rent, hire charges, rates, and regulatory charges. In 2019-2020 that amount is estimated to be close to $1.7 million. It is important, in the interests of financial transparency, that these transactions are properly recorded to reflect the true costs of providing these services for the enjoyment of Aucklanders.
The rapidly changing nature of Auckland and its recognition as a destination city is putting pressures on the Specified Amenities that were not present 5 – 6 years ago. For example, the exceptionally high demand for inner-city hotel accommodation means that those amenities that rely on overseas artists to deliver their performances are facing significant cost increases as hotel occupancy rates remain at record high levels.

I would like to take this opportunity to thank my Board colleagues for their diligence and professional work during the development of the 2019-2020 Funding Plan. They all approach their work for the Funding Board with a high degree of commitment and integrity. Individually and collectively, they bring with them a wealth of experience, skills and abilities that continues to give me confidence that the 2019-2020 Funding Plan is one that delivers a mechanism to provide adequate, secure and sustainable funding within a fiscally responsible framework.

Vern Walsh
Chair

January 2019
Introduction

This Draft Funding Plan, covering the period 1 July 2019 to 30 June 2020 is the tenth plan published by the Auckland Regional Amenities Funding Board, (Funding Board).

The 2019-2020 Funding Plan represents the tenth year that the Funding Board has assessed and recommended the distribution of grants to the Specified Amenities, and it will be the eleventh year that grants will be distributed to the amenities. The Funding Board believes that the levels of funding proposed in this plan are in line with the key funding principles outlined in the Act, and in accordance with the primary purpose of the Act, namely the provision of a mechanism for adequate, sustainable and secure funding for the Specified Amenities.

Background

The Funding Board was established with the introduction of the Auckland Regional Amenities Funding Act 2008. The Act introduced a levy to be imposed on Auckland Council. The levy is collected by the Funding Board and distributed as grants to the Specified Amenities named in the legislation. The purpose of the Act is to establish a mechanism that provides funding to support the on-going sustainability of the organisations named in the Act who deliver arts, culture, recreational, heritage, rescue services and other facilities and services to the wider population of the Auckland region. All amenities make significant contributions towards making Auckland an attractive global city.

In this tenth year, the maximum funding permissible as defined in the Act of being no more than 2% of the rates collected by Auckland Council in the previous financial year. For 2019-2020, the maximum levy cap has been calculated as $34,360,000. The Funding Board assesses each application on its merits and does not regard the maximum levy cap as either a target or a notional budget to work towards. The proposed 2019-2020 gross levy represents 45.12% of the levy amount permitted under the legislation.

On a day to day basis, the Funding Board is not responsible for the governance of any of the entities named in the Act. The sole purpose of the Funding Board is to administer the provisions of the Act which primarily comprises determining the levy to be collected from Auckland Council, and then distributing that as grants to the Specified Amenities. Each of the Specified Amenities retains its own board of governance and management and is therefore responsible for the decisions made regarding the operations of the organisation. Decisions made by an amenity that may have operational funding implications do not automatically trigger an increase in grant funding to contribute to any increased costs associated with those decisions.

Similarly, increased public expectations of service delivery need to be tempered with the willingness of the public and other users to pay for such services. If other users of a service are unwilling or unable to increase the amounts paid, it does not automatically mean that increased grant funding will be made available through this regional funding process.
Additionally, the availability of regional funding via the Funding Board for the Specified Amenities does not replace the requirement for each of the Specified Amenities to continue raising funds from other sources. The Funding Board is aware that in some cases, the ability for some of the amenities to access those resources is becoming more challenging, in part because they are a recipient of funding via the Funding Board. In other instances, continued support from the Funding Board may assist, providing confidence to other funders around matters of relevance, sustainability and governance of the amenity. Some amenities are particularly successful with their fundraising activities, reducing their reliance on this grant funding. Whatever circumstances apply, the Board is cognisant of both the statutory requirement and Auckland Council’s request that amenities must make all reasonable endeavours to maximise funding from other available funding sources.

Grants provided through the regional funding provisions, are assessed on an annual basis. That means annual funding applications are assessed on their own merit, allowing changes in economic and environmental matters to be taken into account as they arise. It allows grants to either increase or decrease as the Board considers appropriate, noting that the Act does not stipulate that annual grant funding should remain at a minimum or constant level.

The relative certainty of obtaining on-going regional funding via the Act enables each of the amenities to plan both strategically and operationally. Over time that funding security has enabled amenities to demonstrate to the Funding Board significant improvements, both in regional reach and the quality of the services being delivered to residents of Auckland.

The grants distributed to the amenities are derived from a levy paid to the Funding Board by Auckland Council, and by extension, the ratepayers of Auckland. Both the Funding Board and amenities are aware of the source of this funding; accordingly, each amenity ensures that advertising, promotional material and funding acknowledgements recognise the role of Auckland Council and the ratepayers of Auckland.

The Funding Board recognises that for some of the amenities the grants are the largest single source of funding received. However, there are also numerous other partner organisations involved in supporting them and funding many aspects of the amenities work, some of which is highlighted in this plan. That is important, as the nature of much of their work is dependent upon developing and maintaining strong links with partners to ensure consistent and sustainable service delivery.

The Funding Board has not received any requests from Auckland Council to consider adding new Specified Amenities.
Auckland Council

The Funding Board remains mindful that it must act in accordance with the legislation and needs to fulfill its obligations to provide a mechanism for adequate and sustainable funding to the Specified Amenities. The Funding Board undertakes a thorough and comprehensive review of all applications received to ensure that the amount provided is justified and that the Board is fulfilling its legislative requirements. The Funding Board welcomes regular meetings with Auckland Council representatives to learn of the issues facing the Council as well as the goals and aspirations Auckland Council is hoping to achieve.

Principles of the Act

The funding principles are embodied in s.21 of the Auckland Regional Amenities Funding Act 2008. These principles are summarised below:

1. the primary purpose of the funding is to contribute to the expenses that the specified amenity must incur to provide its facilities or services;
2. funding is not available for capital expenditure; and
3. funding is not available for any part of facilities or services that the specified amenity provides outside the Auckland region; and
4. funding is not available for facilities or services that at any time in the five years immediately before the date on which the Funding Board or the Auckland Council applies this paragraph have been provided funding by –
   i. a Crown entity as defined in section 7(1) of the Crown Entities Act 2004; or
   ii. a department specified in Schedule 1 of the State Sector Act 1988; and
5. funding for the retention and preservation of a specified amenity’s library or collection takes priority over the amenity’s other expenses; and
6. funding is available only if the specified amenity has made all reasonable endeavours to maximise its funding from other available funding sources; and
7. total funding for all Specified Amenities assessed for a financial year must not exceed the maximum total levy for that year under section 34; and
8. total funding for all Specified Amenities assessed for a financial year should have regard to Auckland Council’s proposed rates increases for the forthcoming year; and
9. funding is available only if the specified amenity has made all reasonable endeavours to align its activities (in the Auckland region, and for which it seeks funding) with the objectives of the Auckland Plan, including by adopting relevant performance measures.

Note: (8) and (9) above were introduced by Auckland Council on 25 November 2012.
Under provisions within the Act, the Funding Board must have regard to the Funding Principles when considering a funding application from a Specified Amenity and Auckland Council must decide whether or not to approve the recommended levy, after also having regard to those Funding Principles.

Each year the Funding Board requests that Specified Amenities complete an application form (currently in eight parts) seeking comprehensive information about the organisation:
(1) Overview of Services
(2) Performance targets – Activity and Alignment
(3) Governance and related structures
(4) Financials
(5) Revenue in detail
(6) Expenditure in detail
(7) Future financials
(8) Other matters – including sustainability measures.

Having received applications from Amenities that wish to be considered for funding, the Board reviews these and seeks any supplementary information it requires. As specified in the Act, the Funding Board Chairperson and an Auckland Council representative meet to confer before the Draft Funding Plan is publicly notified for submissions over a one-month period. The Funding Board then publicly considers any written and/or oral submissions, considers that material, makes any modifications to the Plan that it considers appropriate in light of the submissions and then refers the Funding Plan to Auckland Council seeking approval of the Board’s recommendation on the levy.

The above process involves the provision and review of substantive amounts of information about each Specified Amenity. It includes declarations from each that their application complies with the Funding Principles (with any additions) set out in Section 21 of the Auckland Regional Amenities Funding Act 2008.

In addition to the comprehensive amounts of information submitted as part of the annual application by each amenity, the Funding Board’s independent auditors also conduct their own sample checks annually to verify adherence to the Funding Principles. That involves reviewing the entire funding application and subsequent reporting processes for an amenity over a two-year period.

In light of the above, the Funding Board:

- having considered the information and declarations provided in support of the Specified Amenities respective funding applications for 2019-2020; and
- having had regard to the Funding Principles as defined in s21 of the Act,
is satisfied that the Specified Amenities and the Funding Board are following the principles within the Act as set out on page 8.
Allocation of Grants

The Funding Board has undertaken a rigorous examination of the funding applications made by the Specified Amenities and has made an allocation of grants for the 2019-2020 financial year.

Each Specified Amenity that wishes to be considered for a grant under the provisions of the Act is required to submit a funding application in accord with the requirements of the Act. The Funding Board has exercised its right under the Act to request additional information. A comprehensive funding application form is used to capture the minimum information specified under the Act, as well as more detailed information to verify compliance with Funding Principles outlined in section 21 of the Act. That includes illustrating the steps each of the Specified Amenities take to align activities with the objectives of the Auckland Plan and the outcomes it seeks.

The table on page 10 sets out the allocation of grants to each of the Specified Amenities. Any conditions placed on the grants or directions on how a portion of the grant is to be used by the amenity are listed after the table.

The Funding Board is aware that the key purpose of the Act is to provide a mechanism for adequate, sustainable and secure funding. The Funding Board believes that the levels of funding allocated in the 2019-2020 Funding Plan, will satisfy that obligation for the majority of amenities.
## Provisional Grant Allocations to Specified Amenities 2019-2020

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Festival Trust</td>
<td>$3,437,000</td>
<td>$4,250,000</td>
<td>$3,887,000</td>
<td>+$400,000</td>
</tr>
<tr>
<td>Auckland Philharmonia Trust</td>
<td>$3,157,000</td>
<td>$3,440,000</td>
<td>$3,267,000</td>
<td>+$110,000</td>
</tr>
<tr>
<td>Auckland Rescue Helicopter Trust</td>
<td>$450,000</td>
<td>$680,000</td>
<td>$450,000</td>
<td>0</td>
</tr>
<tr>
<td>Auckland Theatre Company Ltd</td>
<td>$1,600,000</td>
<td>$1,920,000</td>
<td>$1,800,000</td>
<td>+$200,000</td>
</tr>
<tr>
<td>Coastguard Northern Region Inc.</td>
<td>$764,000</td>
<td>$824,000</td>
<td>$824,000</td>
<td>+60,000</td>
</tr>
<tr>
<td>Drowning Prevention Auckland-WaterSafe Auckland Incorporated</td>
<td>$1,050,000</td>
<td>$1,050,000</td>
<td>$1,050,000</td>
<td>0</td>
</tr>
<tr>
<td>New Zealand Opera Limited</td>
<td>$1,190,000</td>
<td>$1,370,000</td>
<td>$1,100,000</td>
<td>0</td>
</tr>
<tr>
<td>Stardome - Auckland Observatory and Planetarium Trust Board</td>
<td>$1,363,000</td>
<td>$1,551,000</td>
<td>$1,440,500</td>
<td>+$77,500</td>
</tr>
<tr>
<td>Surf Life Saving Northern Region Incorporated</td>
<td>$1,366,000</td>
<td>$1,396,000</td>
<td>$1,396,000</td>
<td>+$60,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14,187,000</strong></td>
<td><strong>$16,481,000</strong></td>
<td><strong>$15,164,500</strong></td>
<td><strong>+$877,500</strong></td>
</tr>
<tr>
<td>Funding Board administration budget</td>
<td>$315,000</td>
<td></td>
<td>$340,000</td>
<td>+$25,000</td>
</tr>
<tr>
<td><strong>Total Levy payable by Auckland Council</strong></td>
<td><strong>$14,502,000</strong></td>
<td><strong>$15,824,000</strong></td>
<td><strong>$15,504,500</strong></td>
<td><strong>+$92,500</strong></td>
</tr>
</tbody>
</table>

### Specific Conditions Attached to the Grants:

In 2019-2020 the Funding Board has attached the following conditions to the grants:

**Auckland Philharmonia Trust** – Included in the additional $110,000 grant funding for 2019-2020 is an amount of $75,000 as a contribution towards the cost of a review of the APO. In order to ensure that the review could be undertaken and concluded prior to the 2020-2021 funding round, the Funding Board has advanced this amount to the APO during 2018-2019. The APO is required to fully reimburse the Funding Board the sum of $75,000 on the same day the 2019-2020 grants are distributed to the specified amenities.

**Stardome** – The additional funding for 2019-2020, ($77,500), is to be used as a contribution towards the first year of Stardome’s move to paying personnel a living wage and the virtual classroom initiative.

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Auckland Regional Amenities Funding Board – DRAFT 2019-2020 Funding Plan

Page 10
### Indicative Grant Requests for July 2020 to June 2022

Each year the Specified Amenities are required to indicate what level of funding they may seek in the subsequent two financial years, i.e. 1 July 2020 to 30 June 2021, and 1 July 2021 to 30 June 2022. The table below provides those indicative figures. Funding applications are considered annually so these indicative figures are subject to change.

However, future requests for any large increases in operational grant funding must have undergone sound, thoroughly worked through and open discussions with the Funding Board and Auckland Council before they are likely to be considered. No automatic increase in grant funding can be assumed by amenities.

<table>
<thead>
<tr>
<th>Specified Amenity</th>
<th>Indicative Grant Request: 2020-2021</th>
<th>Indicative Grant Request: 2021-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Festival Trust</td>
<td>$4,750,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Auckland Philharmonia Trust</td>
<td>$3,665,000</td>
<td>$4,065,000</td>
</tr>
<tr>
<td>Auckland Rescue Helicopter Trust</td>
<td>$680,000</td>
<td>$680,000</td>
</tr>
<tr>
<td>Auckland Theatre Company Limited</td>
<td>$1,920,000</td>
<td>$1,935,500</td>
</tr>
<tr>
<td>Coastguard Northern Region Incorporated</td>
<td>$840,480</td>
<td>$857,290</td>
</tr>
<tr>
<td>Drowning Prevention Auckland - WaterSafe Auckland Incorporated</td>
<td>$1,050,000</td>
<td>$1,050,000</td>
</tr>
<tr>
<td>New Zealand Opera Limited</td>
<td>$1,402,880</td>
<td>$1,436,549</td>
</tr>
<tr>
<td>Stardome - Auckland Observatory &amp; Planetarium Trust Board</td>
<td>$1,600,000</td>
<td>$1,640,000</td>
</tr>
<tr>
<td>Surf Life Saving Northern Region Incorporated</td>
<td>$1,465,800</td>
<td>$1,469,290</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,374,160</strong></td>
<td><strong>$18,133,629</strong></td>
</tr>
</tbody>
</table>
Funding Levy

The maximum levy that can be charged for 2019-2020 and future financial years is specified in s.34(1)(c) of the Act, which is:

“...the amount equal to 2% of the revenue from rates of the Auckland Council in the previous financial year.”

The total maximum levy for 2019-2020 has been calculated as $34,360,000. This is based on the annual rates revenue stated as $1,718 million in Auckland Council’s 2018 Annual Report.

For 2019-2020, the Funding Board is proposing a gross levy of $15,504,500 (45.12% of the maximum) to be apportioned as follows:

| Allocated to nine Specified Amenities | $15,164,500 |
| Administration costs                 | $340,000    |
| **Total Auckland Council Gross Levy** | $15,504,500 |

**Net Levy Payable by Auckland Council** $15,504,500

The levy payable in 2018-2019 in respect of nine amenities was $14,602,000. The gross levy for 2019-2020 to nine amenities is $15,164,500, representing an overall increase of grants to the Specified Amenities of $877,500 (6.14%) compared to 2018-2019.

The levies are payable to the Funding Board by the Auckland Council on 1 July 2019. The levies will be distributed as grants to the Specified Amenities no later than 15 August 2019.
### Financial Information

<table>
<thead>
<tr>
<th>Income &amp; expenditure in relation to the levies received</th>
<th>2018-2019</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Levies receivable</td>
<td>$14,602,000</td>
<td>$15,504,500</td>
</tr>
<tr>
<td>Total</td>
<td>$14,602,000</td>
<td>$15,504,500</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants to be distributed to amenities</td>
<td>$14,287,000</td>
<td>$15,164,500</td>
</tr>
<tr>
<td>Honorarium</td>
<td>$178,250</td>
<td>$189,750</td>
</tr>
<tr>
<td>Audit Fees</td>
<td>$8,000</td>
<td>$9,000</td>
</tr>
<tr>
<td>Administration costs</td>
<td>$10,250</td>
<td>$9,750</td>
</tr>
<tr>
<td>Advisory Services</td>
<td>$56,500</td>
<td>$56,500</td>
</tr>
<tr>
<td>Legal and Consultancy</td>
<td>$62,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Total</td>
<td>$14,602,000</td>
<td>$15,504,500</td>
</tr>
<tr>
<td><strong>Net Surplus/(deficit)</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

For 2020-2021 and subsequent years, the levy has not been set. The setting of those levies will follow the guidelines prescribed in s.34 of the Act.

The Inland Revenue Department has determined that the portion of levy collected and then distributed to the Specified Amenities as grants ($15,164,500) is not subject to GST. That portion of the levy collected for administration costs ($340,000) is subject to the normal rules applying to the supply of goods and services and is therefore subject to GST.

Auckland Council provides other services to the Funding Board from time to time. The Funding Board will make full reimbursement as required and pay for services as agreed. For example, the honorariums payable to board members are managed and paid through the Auckland Council payroll system. The Funding Board will fully reimburse Auckland Council for these and any other costs incurred on behalf of the Board.
The Board

The Auckland Regional Amenities Funding Board was established by the Auckland Regional Amenities Funding Act 2008. The members of the Funding Board are selected and appointed by Auckland Council and the Amenities Board for a three-year term following a publicly notified and contestable selection and appointments process.

The current members of the Funding Board are:

<table>
<thead>
<tr>
<th>Member</th>
<th>Term of office expires</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31 May 2020</td>
</tr>
<tr>
<td>Mr Vern Walsh - Chair</td>
<td>●</td>
</tr>
<tr>
<td>Ms Anita Killeen - Deputy Chair</td>
<td>●</td>
</tr>
<tr>
<td>Ms Paula Browning</td>
<td>●</td>
</tr>
<tr>
<td>Ms Victoria Carter</td>
<td>●</td>
</tr>
<tr>
<td>Ms Precious Clark</td>
<td>●</td>
</tr>
<tr>
<td>Ms Catherine Harland</td>
<td>●</td>
</tr>
<tr>
<td>Ms Lyn Lim</td>
<td>●</td>
</tr>
<tr>
<td>Ms Megan McSweeney</td>
<td>●</td>
</tr>
<tr>
<td>Mr Bryan Mogridge</td>
<td>●</td>
</tr>
<tr>
<td>Mr Scott Pearson</td>
<td>●</td>
</tr>
</tbody>
</table>

In accordance with the provisions in the Act, Auckland Council and the Amenities Board will next undertake a process to appoint new Board Members in early 2020 and within the timeframes stipulated in the Act. Existing Board Members are eligible for re-appointment.
Funding Board Members Remuneration

The rates of remuneration for members for the year commencing 1 July 2019 must be approved by Auckland Council. The rates of remuneration recommended to Auckland Council for 2019-2020 are as follows:

<table>
<thead>
<tr>
<th>Role</th>
<th>2018-2019</th>
<th>2019-2020</th>
<th>Annual Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>$31,000</td>
<td>$33,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Deputy Chair</td>
<td>$23,250</td>
<td>$24,750</td>
<td>$1,500</td>
</tr>
<tr>
<td>Members (8)</td>
<td>$15,500</td>
<td>$16,500</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

Amount Payable to the Advisory Officer

No arrangement had been entered into with Auckland Council regarding the appointment of an Advisory Officer for the period 1 July 2019 to 30 June 2020 or subsequent periods.

The Funding Board has appointed an Advisory Officer. The board may consider re-appointing the current Advisory Officer for the period 1 June 2019 to 31 May 2020. The rate of remuneration for 2019-2030 will be determined closer to the time, however as a matter of reference the current (2018-2019) rate paid is $4,719 per month, with the option for the parties to renew the existing contract for a further period.
Administration

The Funding Plan must disclose the maximum amount of the Funding Board’s reasonable administrative costs.

For the 2019-2020 financial year, the proposed administrative costs are $340,000.

The administrative costs cover the honorariums of members, plus the cost of the Advisory Officer and all other administrative costs, such as secretarial services, printing, advertising, meeting costs, legal and other consultancy or professional advice received.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Levies for Grants</td>
<td>$14,287,000</td>
<td>$15,164,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Levies for Admin Costs</td>
<td>$315,000</td>
<td>$340,000</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
<tr>
<td>Total Income</td>
<td>$14,602,000</td>
<td>$15,504,500</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit fees</td>
<td>$8,000</td>
<td>$9,000</td>
<td>$9,500</td>
<td>$9,500</td>
</tr>
<tr>
<td>Grants distributed</td>
<td>$14,287,000</td>
<td>$15,164,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal fees</td>
<td>$35,000</td>
<td>$10,000</td>
<td>$33,000</td>
<td>$30,500</td>
</tr>
<tr>
<td>Advisory Officer</td>
<td>$56,500</td>
<td>$56,500</td>
<td>$6,500</td>
<td>$56,500</td>
</tr>
<tr>
<td>Consultants</td>
<td>$27,000</td>
<td>$65,000</td>
<td>$41,500</td>
<td>$38,000</td>
</tr>
<tr>
<td>Board member fees</td>
<td>$178,250</td>
<td>$189,750</td>
<td>$194,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>$10,250</td>
<td>$9,750</td>
<td>$13,500</td>
<td>$15,500</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$14,602,000</td>
<td>$15,504,500</td>
<td>$350,000</td>
<td>$350,000</td>
</tr>
<tr>
<td>Surplus/ (deficit)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
Introducing the Amenities

The Specified Amenities funded under the Auckland Regional Amenities Funding Act 2008 provide a wide range of experiences and services to people across the greater Auckland region each year.

Each of the nine Specified Amenities that the Funding Board intends to provide grants to in 2019-2020 have prepared a brief outline regarding the activities that it plans to undertake during that period.

When submitting their annual funding application, the Specified Amenities provide comprehensive amounts of information to the Funding Board to substantiate the funding requests, including supplying sufficient information to satisfy the requirements of the relevant Funding Principles, noting that not all the Funding Principles relate to all the amenities, e.g. not all amenities have libraries or collections (s21(e) of the Act).

All the Specified Amenities are required to, and have, illustrated alignment to the objectives of the Auckland Plan (where relevant) and prepared performance measures against which to measure their progress. As noted elsewhere, grant allocations received via the annual Auckland Regional Amenities Funding Plan process form a proportion of the Specified Amenities overall funding, so the amenities must also consider the expectations and requirements of other funders when determining all their outputs and outcomes.
Auckland Festival Trust

The Auckland Arts Festival (AAF) produces and presents a world-class arts festival that engages Aucklanders in the arts, their communities and their city. The Festival programme reflects Auckland’s many communities, reaches across the entire Auckland region, and builds future audiences for the arts. As a major commissioner of new work and a significant arts employer, AAF supports Auckland/NZ artists and arts practitioners with a focus on developing and staging Māori, Pacific and NZ Asian work.

Since 2003 AAF has engaged more than 1.9 million people enhancing the liveability and vibrancy of the city and increasing Auckland’s standing as a major (and growing) international cultural destination. AAF engages a skilled and diverse workforce with a commitment to tikanga Māori, commissioning and delivering a programme that reflects contemporary Auckland and ensuring greater accessibility to Auckland’s many diverse communities.

The Festival stages show across multiple venues and generate box office income with direct and additional flow-on benefits for the venues. AAF contributes to the ongoing viability of the venues through rent paid, hire of equipment and the employment of specialist staff.

Employment opportunities in the arts in Auckland (and the rest of NZ) are often sporadic, as are skill development opportunities for artists and arts workers. As an annual festival AAF is a major employer in the arts and events sector providing events and arts management experience at an international level. Fixed term and part-time employees and contractors account for up to 330 positions ranging in tenure from one week to nine months per annum. This more regular employment is allowing AAF to increase training and up-skilling opportunities in arts administration, technical production and marketing and communication to the long-term benefit of the whole events/arts sector. Many AAF staff go onto work in key roles in the arts industry in Auckland and NZ.

AAF is recognised as developing an increasing number of future arts leaders. This is particularly so in the areas of Pacific and Māori theatre and dance. There are still few opportunities outside the major arts companies for independent artists and producing companies to develop and stage new work in Auckland. This is evidenced by the large number of artists seeking AAF’s support to commission, co-produce and stage their work.

AAF therefore works with a wide range of artists and companies to develop and stage new New Zealand works, ensuring that these have the potential to tour beyond any AAF season. AAF is an active partner in these works providing financial support and production, producing and marketing services and mentorship (including where appropriate cultural advice) from the Festival’s expert
staff. AAF is actively engaging and mentoring new producers, in particular Māori and Pacific producers, of which there are currently five on staff.

With an annual festival AAF is also realising the opportunity to develop more work in partnership with other leading arts organisations (both in Auckland and nationally) rather than as standalone projects. This model builds on successful projects with the Auckland Philharmonia, Silo Theatre, Auckland Theatre Company, The Oryza Foundation, NZ Opera, The Conch, Tikapapa Productions, Tawata Productions and the New Zealand Festival. With the introduction of AAF’s Toitū Te Reo initiative there is increased focus on working with Māori artists and companies and leading and integrating this into co-producing partnerships with Auckland’s established arts companies and venues.

AAF is working closely with the New Zealand Festival to co-commission and present new New Zealand works on a long-term basis. This not only amortises costs but enables greater investment into new work and longer performance seasons for participating artists.

Auckland is one of the most culturally diverse cities in the world. Māori and Pacific peoples make up more than a quarter of Auckland’s population, and the Asian population is growing rapidly to make up approximately 23% of the population. However, Māori, Pacific and Asian audiences are underrepresented in national figures of arts audiences.

AAF has a proven record of commissioning, developing and staging Māori and Pacific work and presenting work from Asia-region companies. This commitment to a diverse line-up of artists across arts forms means the festival is relevant to a wider cross-section of Aucklanders and this can be seen in our diversity statistics from post-festival research.

Further dialogue with communities across Auckland has helped AAF become more relevant, developing work that is wanted and participated in, such as Whānui and the 2018 commission of the play Tea by Sri Lankan-New Zealand artist Ahi Karunaharan.

Programming to reach New Zealand Asian audiences and new immigrants includes the development of work telling New Zealand Asian stories and major international works from China and Asia.

There remains an opportunity to provide significantly more high-quality arts experiences for children and young people, and their families.

The frequency of childhood art experiences is an important predictor of adult attendance and participation. For young New Zealanders 10 – 14 years old, the two biggest influencers in the arts are their parents (78%) and their teachers (72%), [Creative New Zealand report on arts participation).

2020 will see an expansion of AAF’s programme for young people and their families. This includes re-establishing a dedicated ‘Whānau Hub’ at the Bruce Mason Centre and/or in South Auckland and delivering a programme which provides reliable, entertaining and high-quality work that engages young people. The touring of work for young people and families around suburban and regional Auckland centres will continue to be a key element of the programme which, alongside international work, will have strong links to the Toitū te Reo initiative at its core.
An expansion of a more diverse creative learning programme over the coming years is a priority as AAF seeks to engage more schools and more students.

Barriers to access and attendance as evidenced through Creative New Zealand’s survey on New Zealanders and the arts: Attitudes, attendance and participation are transport and costs. Other barriers include lack of proficiency in the English language, lack of time, not knowing about an event or an art form or how to find more information about it.

Festivals have proven to be easier entry points for people who have not attended arts events before. They offer a large variety of events and access points for audiences; creating an inviting festival atmosphere across a wide range of venues and providing lower-cost ticket prices and free-event access options.

AAF programmes events in non-theatre venues to attract audiences that do not normally attend or are less comfortable with traditional theatres and theatre protocol. Events are programmed for outdoor spaces, in the city centre and beyond, and in places where Aucklanders already circulate such as parks, local halls, schools, churches and Marae.

AAF programmes work that does not require language to be appreciated, including dance, visual arts, music and importantly children’s work, outdoor work, physical theatre and contemporary circus.

AAF ensures marketing and communications messages are distributed through a broad range of mediums, including non-English speaking channels. These initiatives will be further developed for the 2019 and 2020 festivals.

AAF takes performances directly to communities through programmes such as Whānui and regional tours, growing local awareness of the arts and arts audiences. It is planned to grow these outreach activities in 2020.

In 2018 AAF engaged directly with communities outside the CBD through Whānui which will see work created and presented in partnership with local communities. Whānui is a project where AAF works with local communities to provide resources and expertise for them to tell their own story, on their own terms. This inverts the usual curatorial model and places the citizen in charge of the art, using creativity as the means for communities to talk about what is relevant to them. After successful events in 2017 & 2018, Whānui is now core programming for AAF (subject to funding).

AAF provides a mix of free and ticketed event options for all socio-economic levels within Auckland and will continue to do so in 2018-2019 and 2019-2020. It has also developed free programmes which attract large numbers and activate communities across Auckland. The overwhelming number of participants of AAF are through the free programmes, accessible to all.
AAF provides relaxed performances, sign-language and vision impaired services across several performances in the Festival. The success of this programme is that all performances are selected in consultation with the appropriate disability organisations.

In 2018 AAF piloted a new programme to encourage access by disadvantaged Aucklanders for whom price is the principal barrier to attending events. “Pay What You Can” performances as the name suggests, enabled people to see a variety of performances and pay what they could afford. This will continue for 2019 and 2020 and are of a scale limited only by funding support.

In 2019-2020 AAF will increase its focus on Te Reo Māori in partnership with Mana Whenua and national leadership organisations. Consultation has begun, and the shape of the project is yet to be determined. The objective is to celebrate and promote Te Reo and to normalise its use within the arts.

AAF 2020 will see a comprehensive creative learning programme programmed and delivered to schools across Auckland. In addition, new opportunities will be introduced for tertiary students and emerging arts industry practitioners to develop skills through participation in festival planning and delivery.

Other education initiatives include:

- Subsidised performance tickets to shows that could not be seen outside of the Festival
- An extensive visual arts programme including AAF commissioned works and seminars around these
- International works specifically programmed for young people with both family and dedicated schools’ performances presented regionally
- Development of curriculum-based resources
- Workshops with national and international artists
- Opportunities to participate in the creation of work which will be presented at the Festival (e.g. Whānui Eye Spy)
- Partnerships with other Auckland based arts companies, including the APO and ATC, to increase attendances and ongoing educational opportunities for students
- Work for schools (including Kura in Te Reo Māori)
- Work for schools in non-traditional venues including outdoors

In selecting shows for schools from the festival programme AAF prioritises performances that link with the school curriculum, integrate with core annual teaching programmes, and which develop future youth audiences for AAF and the arts wider sector.

AAF will continue to seek financial support for buses and heavily discounted tickets in order to increase attendances from low-decile schools, in particular those from South and West Auckland. Up to 25% of students taking part in the AAF creative learning programme come from these communities.
Creative learning programmes for Tertiary Students, Arts Graduates and Arts Industry

- Provide up to three internships for graduate students studying in the arts across technical, administration, marketing and publicity areas. Currently working with University of Auckland to develop this programme.
- In line with the new ToiTū Te Reo initiative, led by AAF Māori staff, working with interns from Māori and Pacific communities, in partnership with organisations such as Toi Māori Aotearoa and Tautai Trust.
- Provide mentoring opportunities for emerging arts practitioners in arts administration and budgeting, marketing and production planning to build their capability.
- In March each year schedule 4-5 workshops for professional artists taken by leading international artists, designers and directors. Where practical allocate some observation places to these for senior secondary and tertiary students.

AAF has a strong record of producing and delivering successful region wide community programmes across Auckland and will build this further in 2020. The focus will be on increasing participation in community activities through:

- A regional tour of up to 10 Auckland communities (and schools where appropriate) of shows suitable for children and families, including one work in Te Reo in partnership with Taki Rua Productions (touring Ka Tito Au in 2019). It will also seek an international work suitable for small scale touring aimed at older audiences.
- A major low-cost outdoor event for up to 50,000 attendees (similar to Groupe F at Auckland Domain in 2015) that appeals to all sectors of Auckland’s population, and is non-language specific.
- Continuation of Whānui working with 3 -5 communities outside of the CBD. This resource heavy programme will be subject to a significant increase in funding support from multiple sources, if it is to be delivered at full capacity.
- Return of an open access Festival hub in Aotea Square or Silo Park with a free music programme, visual arts installations and up to three free whānau days. A volunteer’s programme will support the activation and delivery of this.
- Visual arts projects co-produced by AAF with key galleries including Te Tuhi, Te Uru and AAG. Other visual arts exhibition across Auckland’s galleries supported by inclusion in the festival programme on a submissions basis. In most cases this will be free entry.
- The Festival is committed to delivering to more Aucklanders through a comprehensive arts accessibility programme. This includes work suitable for Auckland’s deaf and vision impaired communities, consisting of touch tours, audio described and sign language interpreted performances as well as introductory written notes and half-price concession tickets for companions or support workers.
- In 2020 we will extend this programme and introduce more relaxed performances for audiences that may benefit from a more relaxed environment including (but not limited to) those with autism, sensory and communication disorders and learning disabled people.
Since its inception, AAF has had a commitment to commissioning and presenting Māori works and work with Māori arts practitioners and has celebrated Māori identity through artist pōwhiri involving all staff to welcome visiting domestic and international artists, directors and delegates. This has involved long-standing relationships with iwi.

In 2019, AAF is introducing Toitū Te Reo – a major new three-year programme strand as part of an organisation-wide commitment to tangata whenua and te reo Māori. Using ngā toi (the arts) as a platform to uphold te reo Māori, AAF will weave Toitū Te Reo throughout the programme and integrate it throughout the organisation. In introducing this strand, AAF is being mentored by Te Taura Whiri i te reo Māori (Māori Language Commission). Te Taura Whiri i te reo Māori has confirmed AAF is the first arts organisation in New Zealand they have worked with on a te reo language plan. The core objective of Toitū Te Reo seeks to normalise the use of te reo Māori so that te reo Māori is heard, seen and felt every day of the Festival.

Specific activities to support this objective include:

- **Work presented in te reo Māori (theatre, visual arts, music and dance).** Two theatre works in te reo Māori are included in the 2019 Festival, alongside works by Māori visual artists, a music show (Waata Mai), a community ‘sing-a-long’ opening event (Waata Tira) and aspects of te reo Māori included in Whānau Day and Whanui.
- **Opportunities for people to experience and learn te reo Māori through AAF’s Creative Learning and Accessibility programme**
- **Te reo Māori used in communications and marketing across all channels including the brochure, website and online.** Licensed translators will be used for all translation needs and best practice principles applied for the display of bilingual and te reo Māori text.
- **AAF staff (Māori and non-Māori) are encouraged and supported in learning and developing te reo Māori and tikanga Māori both in group situations e.g. weekly waikata practice, and in their individual learning.**
- **Engagement with community – te reo Māori is a point of connection with our rohe and place in Tāmaki Makaurau. This includes iwi, Māori organisations, Kura Kaupapa Māori, Kōhanga Reo and Wānanga.**
- **Te reo Māori and tikanga Māori is used and celebrated in events throughout the Festival from informal i.e. karakia at shared morning teas to formal pōwhiri to welcome artists/visitors.**
- **An ongoing commitment to the Tiriti relationships and working in partnership with mana whenua.**

AAF presents an extensive and varied diverse programme developed and curated to reach across Auckland’s diverse communities – ethnic, geographic, socio-economic and of different ages and genders.

The programme is a mix of international and New Zealand works and artists from different cultural backgrounds are invited to perform in the festival at all levels through the programme including mainstage feature shows through to family and community events. Presenting these cultural heroes (and in 2019, this includes a teenage African actor in a lead role in one of the mainstage theatre shows).
features) provides opportunities for diverse communities to see their cultures on stage and creates direct relevance links inviting broader participation in the Festival.

As a leader in the arts in Auckland and New Zealand, AAF commissions work from Māori, Pasifika and Asian artists to tell contemporary Auckland and NZ stories, often working in partnership with other arts companies to produce and stage these. In 2019, AAF is working with Taki Rua Theatre Company, Te Rēhia, Auckland Theatre Company, Silo Theatre, Auckland Philharmonia Orchestra and artist Louise Potiki Bryant. Two of these works are presented in te reo Māori as part of the new Toitū Te Reo programme strand.

Each year, AAF presents work in languages other than English and as well as those in te reo, the 2019 programme also includes a physical theatre work in Mandarin.

AAF delivers an Accessibility Programme for deaf and hard of hearing, blind and vision-impaired, and those with sensory disorders. This includes specific shows within the AAF programme which are New Zealand Sign Language (NZSL) interpreted and/or audio-described, touch tours, and relaxed performances at reduced ticket prices. In 2018 AAF received the Arts Access Creative New Zealand Arts for All Award.

AAF’s Creative Learning (education) Programme reaches young audiences across Auckland with specific schools’ shows programmed for selected shows within the Festival. Schools are provided with educational resources and students in lower-socio-economic schools are encouraged to attend with financial assistance provided for tickets and transport to the venues.

AAF is committed to a diverse staff with employees, contractors and interns drawn from a range of ethnic groups including Māori, Pasifika and Asian. Languages spoken among staff besides English include te reo Māori, Samoan, French, Portuguese, Bahasa Indonesia and Mandarin.
Auckland Philharmonia Trust

The Auckland Philharmonia Orchestra (APO) is the country’s designated Metropolitan Orchestra, serving the largest and most vibrant city in New Zealand with more than 70 concerts and events throughout the year. At the core of our work are self-presented concerts with a broad range of performances including both classical and contemporary concerts, new music premieres and artistic collaborations.

Equally important is our community and outreach work. Through our Connecting Department, APO presents the largest orchestral education and outreach programme in New Zealand which benefits, on average, more than 20,000 Aucklanders. The programme operates throughout Auckland, with special emphasis on South Auckland.

APO’s digital reach has continued to expand over the past 12 months, with reach (local, national and international) growing from 35,000 in 2016 per annum to close to 200,000 in 2018.

As detailed in the Auckland Plan 2050 the APO, as one of Auckland’s leading arts organisations, helps the council deliver key values by ‘providing opportunities for all Aucklanders to access, participate in and experience arts and culture, helps create cohesiveness amongst people and communities through learning, understanding and appreciating difference.’

Additionally, through the rich variety of programming and award-winning education projects, it also offers an annual programme contributing to the ‘creativity, culture and the arts that make Auckland a vibrant and dynamic city’.

With the fast pace of change in the Auckland demographic, a key challenge for an orchestra is to maintain relevance. APO reviews its programme annually and makes changes to adapt to Auckland’s changes. The variety of APO’s offering across targeted age groups, demographics and physical locations helps us to meet this challenge. The introduction of specific family focused events in 2018-2019 has made a great start in this area and will be continued in 2019-2020.

As Auckland’s arts and entertainment scene continues to thrive, the amount of entertainment on offer continues to increase. This is great news in that the arts are more to the forefront of people’s minds but also offers competition from other performing art forms (theatre and dance), as well as music. While Auckland is a metropolitan city with exceptional arts offering, audiences are still developing, APO has adopted a cautious approach in planning any increased activity in 2019-2020.
Working with Te Kura Kaupapa Māori (TKKM) Schools
Throughout 2018 the APO has demonstrated its commitment to developing the tools necessary to create robust partnerships and relationships with Kura Kaupapa Māori Schools. We acknowledge the need to build our capacity in this area and demonstrate both our commitment to and understanding of how the kaupapa the schools operate within.

Subject to additional funding being sought, in 2019-2020 the APO will continue working with Māori Composer Dr Charles Royal, of Maruāihau Ngāti Raukawa and Ngā Puhi, and aim to partner with two Te Kura Kaupapa Māori (TKKM) to create two narrated chamber performances in te reo Māori. The music for these pieces will be written by Charles, in response to storytelling workshops with tamariki at the schools, and the performances will be narrated by Charles with music from an APO chamber ensemble and the possibility of students taking part in the performance as theatrical performers.

Develop Chinese Audiences
APO is in its second year of delivering a three year ‘Chinese Community Engagement Strategy’ to develop and foster closer links with the Auckland Chinese community. The main drive of this strategy is to increase engagement and drive ticket sales from this under-represented group at APO events. Some of the main strategic aims of this strategy can be summarised as follows:
- Increase audience numbers from the Chinese community at APO mainstage and community events
- Raise awareness of the APO amongst key Chinese decision makers at a local and national level
- Develop close and meaningful working relationships with relevant Chinese communities
- Gain greater insight into this important Community and how best to engage its members

To ensure that we engage with the Chinese community in the most appropriate way, and make best use of limited APO resources, CNZ also supported Chinese audience focus group research that was carried out by a specialist in Cross-cultural Business Consultancy. This work has provided APO with a clear road map to inform our marketing for the next two years.

Subject to continued additional funds being sought, the APO has three planned chamber performances with accompanying education workshops to be delivered specifically for the Chinese Community. These workshops will be delivered by one or more of the APO’s Chinese players and will also involve translation of marketing and relevant education materials. Delivery of the workshops and performances will take place in locations that have been strategically chosen for familiarity and to allow easy access for the community to encourage as many of its members to attend as possible.

Launch of new Digital Learning Platform
Relying on new funding the APO seeks to launch a Digital Learning Platform that is tailored to the needs of a New Zealand-based audience and school curriculum. The Platform will be a comprehensive music teaching and learning tool that brings together existing APO resources that have a musicological focus, as well as existing as a platform to facilitate new digital content that showcases the APO to Auckland, New Zealand and the world. It will be an interactive learning experience for not just students, but also concert-goers to explore the APO through a different medium, and a dynamic entry point for newcomers to discover orchestral music. The platform will extend the APO’s reach to potentially thousands of more people, locally and internationally; it will bring the APO to life beyond the concert hall and makes classical music accessible for everyone.
Celebration of the birth of Beethoven: Beethoven’s Big Birthday Bash
Subject to additional funding and strategic partners the APO has planned an event to celebrate Beethoven’s 250th birthday in 2020. APO musicians will lead New Zealand’s regional orchestras, to create the world’s largest geographical orchestra, performing Beethoven’s 9th Symphony live. The event will include community musicians from throughout the entire country, with an aim to invigorate and unite musicians of all abilities.

New Ensembles Week
Subject to funding being achieved: the APO seeks to engage with every school-aged child at least once during their schooling because we believe that Music Opens Minds. To reach Every Child in Auckland and champion arts education for all, we propose to dedicate up to two weeks of the year in 2019-2020 to school visits across Auckland by chamber ensembles made up of APO musicians. APO endeavours to visit every Intermediate School in Auckland within two years, thereby ensuring every child at intermediate level will have experienced a live performance presented by APO.

APO 4 Kids
In 2019-2020 the APO 4 Kids concert series will happen in North, West and Central Auckland and are a vital part of the APO’s engagement with pre-schoolers and their whānau. Musicians showcase their instruments in the foyer, offering the chance to hear and see the instruments up close.

APO Orchestral Summer School
This unique weeklong summer school will continue in January 2020 and will provide up to 55 young musicians with the opportunity to rehearse and perform with APO musicians. Feedback from previous years has shown that there is an unmet need in the engagement of secondary school students in their final year of school/pre-tertiary. 2019-2020 will therefore continue to focus on a slightly older age group in order to address this unmet need with students now being within the 12-17 age group category. The final concert will not only feature these young musicians but also provide the APO Young Soloist of the Year and APO Rising Star Young Composer-in-Residence with the opportunity to compose and perform with a full symphony orchestra.

APOPS
In 2019-2020 the extensive APOPS programme will partner with up to 65 schools/youth groups and will continue its strong presence across the Auckland region. APOPS provides mentoring and ensemble performances for schools and youth music groups as well as ticketing opportunities to attend the Connecting Education concerts. In order to increase the number of children that have exposure to the APOPS programme, the APO will endeavour to encourage ensemble or group mentoring sessions, rather than one on one mentoring sessions.

APO Community Classics
In 2019-2020 APO Community Classics will bring the APO into the communities of West, South and Central Auckland in a free full orchestral concert. Each of these concerts will have components that are specifically relevant to each local community such as local choirs and presenters. In addition to this, the APO will create new opportunities for local composers to create and have their work performed.

Inspire Partnership Programme
Entering its sixth year in the 2019-2020 period, the Partnership Programme with the University of Auckland School of Music is designed to nurture and support young musicians towards a career in music. There will be some reorganisation of the programme’s activities to match the new Bachelor of Music degree structure implemented in 2019. However, there will be a continued emphasis on mentoring, hands-on learning opportunities and providing access to the APO and its artists so that participants experience a unique tailor-made programme to enhance and support their music studies. Activities include masterclasses, open rehearsals, audition preparation workshops, composition workshops and performance opportunities, both in ensemble and solo settings. We are continuing to find new avenues to complement the degree syllabus. The strength of the relationship between the two organisations also offers opportunities to work on school-wide projects together, such as, APO musicians forming the ensemble for their annual Graduation Gala soloist competition.

Composition Programmes
In 2019-2020 the APO will continue with its extensive engagement with composers from across the educational spectrum. Our composer programmes are a series of activities and events designed to support the development of New Zealand music. Initiatives will include a Secondary Schools Composition Competition, Our Voice workshops for both tertiary and secondary school students, workshop and mentoring with the APO Communities Composer and a residency for an aspiring young composer (Rising Star). “Our Voice” was an addition to this programme in 2015, and one which will continue to provide both tertiary and secondary school composition students with the opportunity to develop their works and hear them performed, workshop and recorded live in 2019-2020. The APO Communities Composer plays an important mentoring role in all of the initiatives mentioned above, as they work with students in preparation of and at the workshop events. They also play an ongoing mentoring role for the Rising Star throughout the duration for their residency.

APO Young Achievers, APO Orchestral Internships and APO Young Soloists
Throughout the 2019-2020 period this extensive programme provides encouragement and opportunities for identified talented musicians aged 16-25 to perform in traditional settings as well as street and community venues. These multi-locational performances develop young musicians’ performance experience and capabilities, further expanding the way in which the APO Connecting programme engages with music in Auckland’s diverse communities. To provide young talented instrumentalists with industry experience, orchestral interns have multiple opportunities to play as part of the APO in Connecting concert settings and Young Soloists take to the concert hall as a featured artist in front of full orchestra. In addition, our Young Achievers are engaged in a wide variety of geographical locations and venue types, including concerts on Tiritiri Matangi, at Auckland Museum, Auckland Live’s Summer in the Square, and various corporate and cocktail events to perform incidental music.
Can you be the Conductor?
In November 2019 and with local funding, the Can you be the Conductor? event aims to build on the work of the previous Conductor Leadership Experience Programme and give up to five students from Onehunga High School the opportunity to work with one of the APO’s conductors and have the chance (programme permitting) to conduct the orchestra at one of its rehearsals. Students are required to keep a log of their progress as conductors and relate to the impact this new skill has on general leadership qualities that they will develop.

Education concerts on the main stage
APO’s Kiwi Kapers (for primary and intermediate students), Discovery (intermediate and secondary students) and Connecting with Music (secondary students from low-decile community schools) concerts will continue in the 2019-2020 programme to be offered with funding support from various trusts. Each concert has either a study guide or pre-concert visit component and offering these extras enables the students attending to potentially engage with the music and/or APO musicians prior to the concert, whilst also providing music teachers with an additional music education teaching resource for their school. With additional funding, we are aiming to be able to continue offering free tickets and bus transports to our Kiwi Kapers concerts for decile one and two community primary schools. This will open up the opportunity for students, who would normally not be able to come to a concert to experience orchestral music live, many for the first time.

Unwrap Resource
Through 2017-2018 with support from funders, the APO has now produced three written study guides to be used alongside a video of one of our “Unwrap the Music” concerts that feature an orchestral work relevant to the New Zealand curriculum. This visual guide is narrated and designed to be used in a classroom context. In 2019-2020, we plan to continue to create this resource (as funding permits) and make it available to schools New Zealand wide.

City Mission
The APO will continue supporting the Auckland City Mission by providing one performance per quarter for its clients in the 2019-2020 year. If additional funding can be secured, the APO will seek to further support the City Mission through a performance at the opening of its new premises, due to open in 2020.

Māori
Te Rāngai Puoro Tuatini o Tāmaki Makaurau, Auckland Philharmonia Orchestra recognises the uniqueness of Tāmaki Makaurau founded on te Tiriti o Waitangi and shaped over generations by mana whenua and mātāwaka. As a leading arts organisation within Tāmaki Makaurau the APO is committed to embracing Māori culture and identity where appropriate and seeks opportunities to advance our engagement with te ao Māori across all aspects of the organisation.
We hold strong values of manaakitanga and this is reflected in our whakatauki: ‘Ko Te Rāngai Puoro Tuatini o Tāmaki Makaurau te hā o te oro ki Tāmaki whānui, me te whakaoho i te manawaroa mō te rāngai puoro.’

(Auckland Philharmonia Orchestra is the musical heart of Auckland and its communities, and inspires a life-long love of orchestral music)
Auckland Rescue Helicopter Trust

The purpose of the Auckland Rescue Helicopter Trust (ARHT) is to deliver a fully integrated Helicopter Emergency Medical Service (HEMS) providing air ambulance, search & rescue and emergency medical transfer services for the diverse communities of Auckland and the Coromandel regions.

ARHT performs a vital role in the New Zealand emergency response service, receiving taskings via the 111 system via St John [Ambulance], and search and rescue taskings via NZ Police, Coastguard or the Rescue Coordination Centre (RCCNZ). Our service may also be tasked to retrieve patients from hospitals outside our regions and bring them into the Auckland or Starship hospitals for specialist care and treatment.

The ARHT service is on standby and available 24/7/365.

The services we offer are:
- Emergency air ambulance transport for accident or medical emergencies;
- Specialist hospital transfer services for PICU/NICU/ECMO patients;
- Emergency Specialist doctors on board most flights;
- Intensive Care Paramedics on board all flights;
- Rapid Sequence Intubation;
- Blood transfusion;
- Ultrasound;
- Sedation and pain management via specialist medications;
- Highly skilled winch operations, including land and sea/boat winching;
- A fully equipped Rapid Response road vehicle (RRV) taking our highly skilled emergency clinical crew to support road ambulance call-outs in inner city Auckland suburbs.

ARHT therefore provides a world class helicopter emergency medical service for the benefit of all residents and visitors to the region. Residents and visitors can be confident that they will receive the best care possible in their hour of greatest need. Our service is available to anyone, anywhere, any time.

The Auckland Rescue Helicopter Trust is facing a period of significant change and as a result there are a number of issues of relevance to the 2019-2020 year.

Around 48% of ARHT operational costs are covered by way of a service contract that ARHT holds with the Accident Compensation Corporation and the Ministry of Health for the supply of emergency rescue helicopter services. This contract expired on 31 March 2018 and has subsequently been renewed.
The procurement process undertaken by the government has resulted in significant change to the helicopter air ambulance sector in New Zealand. Where previously there were eleven service providers, the Crown has reduced this to three. In order for a bid from ARHT to be considered it was necessary to join with our colleagues in the Northland Emergency Services Trust (NEST) to submit a joint bid for the Northern Region, meaning that the Auckland Rescue Helicopter Trust and NEST will merge operations in order to deliver on the new contract that has recently awarded.

Within the next 12 months it is anticipated that ARHT will be renamed “Northern Rescue Helicopter Trust” (NRHT) and will join with the Northland Emergency Services Trust (NEST).

With our respective experience in delivery of services in the Auckland and Northern regions there is an opportunity to leverage the vast experience and strengths of each organisation by working together in the future to deliver an even better service to the residents and visitors in the communities of Northland, Auckland and Coromandel.

ARHT will soon take delivery of two new helicopters which will form the core of the service operating out of Auckland. To a large degree these helicopters have been funded through fundraising initiatives, including a significant contribution from the Auckland Council. However, to complete the purchase transaction we will take on some debt. ARHT will change from a cash rich organisation to a cash poor one, as we seek to reduce the debt as quickly as practicable.

As an emergency response service we are committed to working with our colleagues in Coastguard, NZ Police, search and rescue and water safety to provide a coordinated response to emergency incidents when needed.

We create opportunities to train together, sharing knowledge and expertise so that we can provide the best possible care and assistance to a person in need.

We assist with development and delivery of education and training programmes.

Our crew and staff engage with our communities in a number of ways, including speaking in schools, and presenting to community groups at the base.
Auckland Theatre Company Limited

ATC is an artistically-led, audience-focused company. We:

1. Deliver a year-round programme of high quality performance and cultural events at ASB Waterfront Theatre. The programme includes theatre works of scale and ambition produced by ATC and works from a diverse range of arts genres presented by our arts partners.

2. Present a mainbill subscription season of six works that underpins the ASB Waterfront Theatre programme. The works are a range of entertaining blockbusters, thought provoking new works, works that explore the diversity of Auckland’s cultures, and everything in between.

3. Work with emerging theatre companies to co-produce works for diverse audiences. These works are presented in smaller theatres and support the hard and soft arts infrastructure of Auckland.

4. Deliver a comprehensive Creative Learning programme of, by, with, and for arts learning experiences for young people aged 5 - 25. The programme contributes to the broader development of the arts sector and infrastructure delivering experiences through primary, secondary and tertiary institutions, in the community, and in other settings. The programme creates opportunities and encouraging creative thinking.

5. Deliver an Open House programme to support the development of independent theatre through the provision of theatre making resources and supporting community engagement via access to complementary and participatory activities.

6. Deliver a New Works programme that supports emerging and established writers. The programme brings new New Zealand stories to the ATC mainstage and other smaller venues across Auckland, most notably The Basement Theatre.

7. ASB Waterfront Theatre is also our home for MICE and commercial arts activity. The venue has a well-deserved reputation for outstanding quality and service.
2019 is a transition year for ATC. We are reviewing our business as we work towards an arts centre model; with ASB Waterfront Theatre becoming the home for midscale performing arts companies in Auckland, and the place that welcomes diverse audiences and practitioners and encourages new voices to be heard. This is a significant piece of work the outcome of which could substantially change the way ATC operates.

As part of this, we will be looking at:

- ATCs annual main bill programme of works being the anchor for a variety of performing arts experiences taking place at ASB Waterfront Theatre.
- Encouraging a diverse range of Auckland-based performing arts companies, such as Black Grace, to make ASB Waterfront Theatre their home.
- Models for co-productions that support emerging arts organisations.
- Engaging more deeply with toi Māori and breaking down barriers for audiences.
- Increasing diversity of audiences and how ticket price impacts this.
- Developing new subscription models to better reflect the needs of our audience and the competition for entertainment in the digital era.

Creative NZ has identified diversity as an unmet need in performing arts. Auckland is a city of huge diversity and ATC considers this brings huge potential. For performing arts, there is potential to improve diversity in both artistic offering and audience makeup. Currently a number of small and emerging organisations offer diverse theatre to small audiences. ATC considers there is scope to, with support; bring these voices to a larger stage in front of a larger audience. ATC has the ability to do this through our arts partnerships and Creative Learning programmes. However, to do so requires recognition from Creative NZ and other funders that developing diverse audiences and presenting new voices requires a greater level of funding than what is currently received.

The Auckland Plan 2050, in the outcome Opportunity and Prosperity, identifies the immense potential of young people and the significant role they will play as future innovators and entrepreneurs. Further, the plan notes the need to provide appropriate skill development and innovation in the creative sector. Through ATCs creative learning and new works programmes, we continue to offer opportunities for young people to develop their skills in creating and performing. ATC continues to offer young people wanting to pursue a career in the performing arts, opportunities to learn from established professionals.
In 2017, ATC developed a Māori Engagement Strategy and continues to make steady progress against this.
The Strategy informs our strategic planning, programming and venue operations. The strategy was developed using the Whare Tapa Whā model developed by Sir Mason Durie in 1982.
ATCs Māori Engagement goals are:

- Whakatau
  - Taha Tinana: we welcome visiting companies and productions to our Balmoral studios and ASB Waterfront theatre. Tū kōtahitanga, Rangatiratanga, Manaakitanga. ATC staff support and lead whakatau through karanga, korero, waiata and kai.
  - Taha Heningaro: through these processes te reo Māori and tikanga Māori are understood by and lived experiences for ATC whānau.
  - Taha Wairua: supports the ATC value of manaakitanga and reminds ATC of Mana Whenua input to the ASB Waterfront Theatre. Mana Whenua have an open invitation to attend and perform whakatau of significance.
  - Taha Whānau: ATC recognises the Māori view of living theatre and ensures staff feel safe and comfortable to participate.

- Mana Whenua Cultural Advisor
  - Taha Tinana: promote engagement with Mana Whenua communities of Tāmaki Makaurau, uphold manaakitanga, support theatre works with Māori content or contexts, support induction of new ATC staff.
  - Taha Heningaro: ensure te reo Māori and tikanga concepts and contexts are explained with clarity and māramatanga
  - Taha Wairua: sustain ATC mana motuhake – unique characteristics are explained with clarity and māramatanga
  - Taha Wairua: sustain ATC mana motuhake – unique characteristics. Represent ATC.
  - Taha Whānau: Ensure te ahi kaa is tended and cared for. Invite Mana Whenua to key opening night events and other events of significance held at ASB Waterfront Theatre.

- Te Pou Whakamaumāharata nga mo Maui Tikitiki a Tāranga (commissioned work by Dr Robert Janke located in Logan Campbell Courtyard, ASB Waterfront Theatre)
  - Taha Tinana: ATC adopts Māui as the iconic figure to celebrate the art of transformative theatre. Weather permitting, all whakatau are held at the pou. A visual and vocal point of difference to ATC and Māori partnership and Tiakitanga.
  - Taha Heningaro: reflecting the pou; a compilation of whakatau are developed for ATC use.
  - Taha Wairua: ATC maintains its history and relationships to the arts sector and visiting artists by referencing the narratives and significance of the pou.
  - Taha Whānau: ATC is always improving and creating new affiliations.

- Whakakaturanga / Akoranga
  - Taha Tinana: collaborations with presenting partners.
  - Taha Heningaro: annual New Works programme strand.
  - Taha Wairua: writers’ development programme, presentation of works, and supporting the development of Māori narratives of Tāmaki Makaurau.
  - Taha Whānau: outreach programme for students and teachers, collaborations for delivering new works.
Auckland Theatre Company’s programme, audience development, and outreach activities to engage and serve Auckland communities in 2019-2020 are as follows:

- The Company will continue to provide audio described and other accessibility information and services to audience members and visitors to the ASB Waterfront Theatre;
- The New Works programme will prioritise support of Māori and Pasifika artists to foster development of performance work which is relevant to these audiences and communities;
- The Company will seek to work with the Pride Festival bringing LGBTQI voices onto the main stage.
- The Company will work with Pasifika artists to co-produce an annual festival with Black Grace;
- The Company will target Asian performing arts and community groups to perform at the ASB Waterfront Theatre as a way of building relationships with the many diverse Asian communities and audiences in Auckland;
- The Company will seek to co-produce works with emerging artists and arts companies that reflect Auckland’s diversity; giving voice to new voices for new audiences on a shared risk shared voice basis ensuring they are partnerships of equals.
- The Creative Learning programme will continue to tour performances to schools across the wider Auckland region, specifically engaging with young audiences from diverse backgrounds;
- The Company will retain its commitment to creating engagement opportunities for young people across the region through specific activities such as the HERE AND NOW FESTIVAL and the annual summer school;
- The Company will continue to collaborate with other organisations through the Arts Partnerships programme to facilitate opportunities for presentation of work drawn from diverse backgrounds; and
- The Subscription Season will continue to be monitored across five key demographic areas (age, gender, education, ethnicity and income) to ensure it reaches as broad an audience as possible.
Coastguard Northern Region Incorporated

Coastguard Northern Region (CNR) is the charity tasked with ‘Saving Lives At Sea’ (our Mission) for the Auckland and Northland regions and part of the Waikato region.

Our strategic objectives are:

1. Provide a Coastguard emergency response to 90% of the popular recreational boating areas within the area of operation, with a rescue vessel on scene within 60 mins of activation 24/365, in up to Force 7 weather conditions;

2. Provide, monitor and manage VHF radio coverage to 95% of our area of operation, giving all vessels with appropriate installations clear radio communications to Coastguard.

3. To provide boating education courses and training that enables boat users to make the most of the marine environment safely and with confidence.

CNR provides SAR capability through its 22 Rescue Vessel units, 2 Air Patrols and a dedicated communications team. These assets are coordinated from CNR’s Operations Centre at Mechanics Bay, Auckland. Communications are provided through the provision of a Coastguard owned VHF and UHF communications network across the region that enables incident management coordination and boating safety services such as weather forecasting and Nowcasting information and trip and bar crossing services. In addition to these operational services Coastguard Northern Region delivers volunteer training services to the region’s approximately 1,000 volunteers and to its members and the general public.

Coastguard provides these services predominantly through the use of a volunteer workforce who give their time for no financial reward.

Coastguard contributes to the recreational enjoyment and commercial maximisation of Auckland Region’s marine environment through the provision of education, communications services and when necessary SAR service provision.

Through its presence on the water and actions off the water, Coastguard engenders Auckland’s communities with the skills and confidence to fish, motor, sail, and paddle on our region’s waterways. Coastguard’s support of recreational activities and its safeguarding of commercial activities such as charter-fishing directly contributes to the Auckland Councils goals for opportunity and prosperity and supports Auckland’s tourist economy.
As noted above, sustaining CNR’s volunteer commitment and capability is the organisation’s highest priority, potentially exacerbated by demographic pressures in CNR’s core volunteer base. The CNR Board is alert to this fact and activities to recruit new volunteers and to retain and better enable existing volunteers will be a core stream of future activity.

Downwards pressure on Lottery Grants Board and gaming trust funding is forecast to continue, with general competition for grant funding increasing.

Drowning statistics for the Auckland region show that unnecessary fatalities continue to occur, particularly involving Pacific Island cultures, undertaking subsistence or recreational fishing on West Coast harbours such as the Manukau and Kaipara. CNR intends to continue its heightened investment in boating safety, harbour bar awareness and lifejacket usage through the 2019-2020 period.

In the 2019-2020 period CNR is expected to deliver:
- Boating safety messages to in excess of 24,000 Coastguard Members.
- Boating Education courses to more than 1,900 individuals.
- A programme of Bar Safety courses.

It has yet to be confirmed whether Maritime New Zealand will support Coastguard’s Old4New campaign in the FY19/20 year. Confirmation of funding support is likely to occur on completion of this year’s campaign in March 2019. Should it be decided not to undertake a nationwide lifejacket campaign it is expected that CNR will undertake an alternate boating safety campaign.

Coastguard Northern Region has approached Foundation North for support and advice in the development of an effective Māori Strategy. Foundation North have confirmed their willingness to assist and CNR expects to work with the Centre for Social Impact in the next quarter. In recent months CNR has commenced internal discussions about broadening its recruitment approaches to reach Māori and Pasifika communities and has worked with Māori television programmers to share marine safety messages and broaden awareness of Coastguard.

Coastguard Northern Region is a federation of community-based organisations located at all points of the compass across the Auckland region. Our volunteers and members come from all walks of life and diverse ethnic backgrounds and serve the communities they are based in.

In addition to our community-based units, Coastguard Northern Region’s engages the region’s communities through public education and safety awareness events. CNR has actively sought to make its safety messages and the upskilling of boat users more accessible through innovations such as the Women Suddenly in Charge course and its Raising The Bar (RTB) in-community programme, delivering events through a mixture of in-community and centrally delivered locations.

In addition to adult education, CNR is a strong supporter of children’s education, delivering a range of courses, such as Day Skipper to school groups and through holiday programmes.

In 2019-2020 CNR intends to continue to provide the full range of services summarised above, regularly reviewing attendance and outcomes to ensure that they provide value to the community and meet Coastguard and Auckland Plan objectives.
Drowning Prevention Auckland -
Watersafe Auckland Incorporated

The aims and objectives for which DPA is established, are to provide strong regional coordination and to promote and advance water safety education in the interests and development of, and to benefit the people of the Auckland region.

Strategic Objectives

1) Leadership: To provide effective drowning prevention leadership
2) Research: To provide leading-edge knowledge to inform evidenced based best practice
3) Education: To enable best practice water safety education
4) Advocacy: To champion water safety education and drowning prevention
5) Sustainability: To be a future proofed organisation for 2025

Drowning Prevention Auckland provides drowning prevention education through five areas of focus:

1. **Community Programmes, Advocacy and Education** (Water safety programmes and lifejacket hubs for individuals, community groups and families)
2. **Formal Education Sector** (Resources and professional learning and development for teachers working in early childhood through to tertiary institutions)
3. **Research** (Developing and disseminating knowledge and expertise through research and evaluation to provide evidence for educational direction).
4. **Workplace** (Water competence development for employees specific to their work environment and general water safety education for workers who also engage in aquatic recreation together). Lifeguard training for those interested in a career in the Aquatics space.
5. **Marketing and Communications** (Water safety awareness and advocacy via traditional and ethnic media, social media, website and outgoing communication activities. This includes coordination and collaboration on regional and national sector campaigns, leading to improved coordination of messaging and capacity of the sector, and participation in events enabling engagement with communities at a local level.)

DPA’s services contribute to regional well-being by working closely with those who educate our children, those who work in our rapidly changing communities and those who contribute to our economic well-being. DPA strives to protect and nurture good water safety so that drowning is prevented, and safe enjoyment of the region is achieved. As such we align with the second purpose of the act in terms of Auckland Council providing the mechanism for our work, which in turn supports Council’s “Quality of Life” objectives.

We aim to educate to change the behaviours of Aucklanders to improve mental/emotional and physical wellbeing. By improving these through research and education we will reduce the total number of drownings and near drowning incidents and therefore reduce the cost to society.
Lifeguard Temp Service: The Lifeguard supply in Auckland is undersubscribed; currently some centres have over 100 hours per week of vacancies in their rosters which need to be filled. We will contract out our pool of casuals who will be able to work at different centres to fill those gaps. As the programme grows we will expand the pool of casuals and offer this service to all 22 public pools in Auckland. We will be beginning this programme in 2018-2019 financial year and will look to expand it year on year.

Red Zone Training
We will offer real time emergency training for existing lifeguards and aquatic facility staff. Lifeguards will be put into scenario situations using a submersible mannequin that will simulate a real-life emergency. A typical scenario will involve DPA team members hiding the mannequin somewhere within the facility whilst the team members involved in the training are hidden in a room. The team members will then be taken outside and made to run 600-800m to raise their heart rates before being let into the facility to find the “victim”. Highly qualified DPA team members will then follow the facility team members through the scenario and will detail the response for a comprehensive feedback session after the scenario is finished. We have already gained interest and expect to begin this training in October 2018 at both Auckland Council and Belgravia Leisure operated facilities.

Whilst gains continue to be made, the wet sector still struggles to work in a collaborative manner. Much of this is due to funding pressures with all the organisations chasing the ever-diminishing funding pool. Underfunding is seen as the biggest issue facing organisations in our sector. We have been involved in the Auckland Strategic Water Safety Plan with Water Safety New Zealand to piece together a strategy that will hopefully enable all the entities within the Auckland space to work collaboratively together.

There are multiple high risk areas within the Drowning Prevention/Water Safety sector in the Auckland region. These include:

- Little to no high school water safety education. DPA has a dedicated secondary school educator who is making inroads into this gap in the sector. DPA has begun a trial programme at 15 South Auckland high schools offering classroom based sessions with the main focus on decision making, risk assessment and awareness. Upon a successful trial this will be rolled out across Auckland.

- 18-25 year old males, they are often risk takers who have overestimated their ability. Our events team specifically target youth events in addition to multiple social media campaigns targeting this specific age group. Our relationship with AUT students enables us to target this at-risk group with specific drowning prevention messages.

- New Settlers, many of whom have never been in or around the ocean or waterways. DPA has an educator dedicated to working with new settler groups to educate them about our oceans and waterways in a safe and practical manner.

- Māori and Pacific communities are oversubscribed in the drowning data. We have two educators dedicated to working with these communities across multiple channels (education, community and workplace) to help reduce this.
Drowning Prevention Auckland organises its delivery around channels of engagement. The channels of engagement are:

- Community Programmes and Education
- Education – including ECE and schooling sectors
- Workplace
- Marketing and Communication
- Research
- Lifejacket ‘experiences’/lessons

The programmes in these channels of engagement have been developed because of an identified need and mainly targets groups at risk as identified through our research.

DPA has developed a Māori Water Safety Strategy with support from Ngāti Whatua, for the Auckland area, this strategy is currently in draft stage but is the result of numerous hui held within the Auckland area and is backed up by current research and statistics.

DPA has a full time Aquatic Educator whose primary focus is on Māori and improving outcomes for Māori. The strategy refers to numerous practical measures that have been rolled out across the Auckland area and will continually be evaluated to ensure they are delivering quality outcomes for Māori in Auckland.

DPA is also involved with Water Safety New Zealand and the New Zealand wide work they are undertaking on a Māori Water Safety Strategy. Our Māori Aquatic educator is on the Māori advisory group who are feeding into the strategy; this group includes experts from all over New Zealand.

The DPA board meets every February to set the Strategic direction of the organisation for the coming year. This year a number of initiatives that specifically focus on Māori have been added to our short, medium, and long term goals.

These include:

**Short Term**
- Commissioned an internal report on the organisation’s responsiveness to the Treaty - Complete
- Staff and Board increase our understanding of Te Reo including an organisation wide Marae visit – underway
- Develop an Auckland water safety strategy for Māori – draft complete

**Medium Term**
- All staff and board understand and apply to protocols regarding Tikanga – underway
- Attend events such as Waka Ama nationals – attended and will continue

**Long Term**
- All staff enrol in Te Reo course – underway
- Incorporate the Māori Water Safety Strategy nationally
DPA has the means to engage with communities we serve through dedicated Māori, Pasifika, Asian and new settler team members. They operate alongside our well established formal educational sector educators to comprehensively engage all ethnicities including socio-economic and age ranges within Auckland’s communities.

In addition to this we provide water safety activities and education at community events across Auckland to more effectively engage with local and diverse communities across the rapidly changing face of Auckland. We are also continually updating our resources into other language formats.
New Zealand Opera

In May 2015 New Zealand Opera published its 2016-2018 Strategic Plan. The company's purpose and strategic objectives were revised.

The purpose of New Zealand Opera is “Contributing to the cultural life of our community by creating opportunities for people to experience the power of opera”.

Our ambition is “Creating a vibrant and sustainable presence for opera in New Zealand”.

Our three core strategies are as follows:
1. **Programming our future** – co-creating more opportunities for more people to experience opera in many forms
2. **Growing our audience** – understanding our audience, reducing barriers to entry and increasing connectivity and participation
3. **Building a sustainable operating model** – increasing revenues, managing costs, building organisational capability and contributing to the development of the New Zealand opera community.

New Zealand Opera presents professional opera performances on the stages of the Aotea Centre, ASB Waterfront Theatre and Auckland Town Hall as well as in non-traditional performance spaces. In 2019-2020 we plan to present three major projects in Auckland, including performances and partnership projects with Auckland Arts Festival and the Auckland Philharmonia Orchestra.

As the national opera company based in Auckland, we are the only opera company with the facilities and scale of operation to deliver professional opera of size and scale to the people of Auckland. We are also the only company that can offer the range and reach of education and outreach programmes that will have a significant impact on the diverse communities of Auckland. Our Strategic Plan has education and outreach work as a core activity to connect future audiences through engaging programmes as well as developing local arts practitioners. We aspire to invest more in delivering these services across the Auckland region to people of all ages.

Following the appointment of a new General Director in 2018 a major review of the organisation’s purpose and strategic objectives is currently taking place. The current Strategic Plan will be used as base for a one-year transition plan (2019) and a new Strategic Plan then issued for 2020-2023 that embodies the new direction for New Zealand Opera. The reach and relevancy of the Company’s work to different communities in the Auckland region will be at the heart of that strategy.

Whilst the details of this new strategy are yet to be finalised, it is possible with some confidence to say that the reach and relevancy of the Company’s work to different communities in the Auckland region will be at the heart of New Zealand Opera. It is our desire to lead opera in a way that
challenges the art form, nurtures what it might mean for the cultural and social identity of the region and share what we have learned with the rest of the world.

The Company is likely to expand its work in non-traditional performance spaces that bring with them different narratives and audiences. The community will develop as a central pillar in the work of the Company through synergies between professional productions and the work of the Participation Department, previously Education, to diversify our engagement.

A structured and serious engagement with Māori culture and community is also planned that begins with dialogue and small steps towards engaging in a way that aspires to great outcomes in the years to come. The associated expenditure with this new proposed strategy is still under review, however it is imagined that much of this will remain within our existing funding envelope. Our plan to engage more deeply with the Māori community will require additional resources given the specialist knowledge that is not currently available in our existing organisational structure.

The projects are proposed in addition to the Company’s traditional commitment to opera of scale and size:

**Opera in Concert – a partnership with Auckland Philharmonia Orchestra**
In July 2019 the Auckland Philharmonia Orchestra in partnership with New Zealand Opera will be presenting a semi-staged concert performance of Mozart’s opera *Don Giovanni.* Building on previous successful partnerships including *Aida* in 2018, this project will provide an opportunity for audiences to engage with a different work and for members of the Freemasons New Zealand Opera Chorus to perform.

**Chamber Opera in the ASB Waterfront Theatre – October 2019**
In October 2019 we will stage Benjamin Britten’s opera *Turn of the Screw.* This is a disturbing work, a horror story based on Henry James’s novel of the same name that combines the chills of a ghost story with issues of child abuse that are of a very contemporary nature. Cast with New Zealand singers including starring roles for local school children, the production will mark the directorial debut for new General Director Thomas de Mallet Burgess.

**Site-specific Festival Opera Production – March 2020**
In collaboration with Auckland Arts Festival, in March 2020 we will stage a site-specific production of Peter Maxwell Davies’ ground-breaking work *Eight Songs for a Mad King* across two buildings in Auckland’s CBD, separated by a street with members of the public going about their business and able to engage with the performance if they choose. This postmodern suite is written for a small orchestra and a performer singing/speaking/shouting/screaming monologues over the music. The words are based on the insane rantings of King George III of England in his porphyria-induced madness. This project is subject to securing funding.

**New work – 6:24 – October 2019- November 2020**
New work is the life blood of the art form. The 6:24 project puts together 6 teams each consisting of a singer, instrumentalist, composer and writer. It is our intention that these teams fully reflect the diversity of our culture, locality and musical heritage. Each team will be set a task to develop an imaginary opera that may be commissioned in the future. The methodology will be highly
collaborative, with an insistence that there is no right or wrong. Each team will be asked to identify the moment of song in the story and work towards realising the writing, composition and performance of this song. Although there will be a public sharing of the outcome, the importance lies in the process as a means to engage a wide range of voices in what opera might be. This project is designed to be slow-cooking with support, guidance, mentoring and financial support from the company to accompany the milestone delivery dates.

**Opera of Size and Scale**
In June 2020 we will stage a new production of Mozart’s opera *The Marriage of Figaro* at the Aotea Centre. Based on the banned play by Beaumarchais, this narrative follows two women from very different sides of the social divide in pre-revolutionary France, while their male counterparts’ huff and puff on the side-lines of history.

**2020-2021 Projects**
The 2020-2021 programme must of necessity respond completely to the outcome of the Company’s forthcoming new Strategic Plan. At this stage the intention is to create a thematic approach to the season that reflects the global cultural dialogue on gender and in particular gender politics. It is hoped that this approach will engage the community in dialogue and reflection on multiple levels with new key partnerships developing.

**New audiences: Education & Outreach**
New Zealand Opera is committed to connecting with existing and new audiences through its excellent participation programmes in the areas of education and community outreach. We continue to extend our initiatives alongside careful consideration of our programming and respond to the opportunities that each production presents.

We aim to retain successful initiatives through sustainable programmes while expanding and diversifying our reach through collaborations that resonate with residents and audiences previously unknown to us.

A number of new initiatives planned in Auckland in 2019-2020 to help achieve these aims will include and are additional to existing programmes:
- Inside View
- ‘A Day at Auckland Live’ Programme / ‘Meet the Opera’
- Opera in Schools Tour
- Accessibility Touch Tour and Audio Described Performance
- ‘Pop-Up’ Chorus for retirees
- Pick & Mix Programme
- Schools Attendance at Dress Rehearsals
- Pre-Performance Talks
- The Opera Centre Open Day
- Ambassador Programme
- Explore Opera – Workshops for Students
- Design Creative Workshops
- Opera Masterclasses

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• Student Stage Management Intern
• Community Engagement Talks
• Community Engagement Tours / Visits
• ‘Little Singer’ workshop and concert with the APO

Our Education and Outreach programmes are structured with the aim of fostering engagement across Auckland’s diverse demographic. At the heart of this engagement lies the ‘Opera in Schools’ touring programme. Thousands of Auckland children every year encounter opera for the first time through this initiative which is structured to introduce the art form to children in an environment familiar to them, surrounded by peers, and presented by a vibrant cast of talented young New Zealand performers. For other students, dress rehearsal attendance gives them their first opportunity to attend opera.

For many students, barriers still exist which prevent them from joining us in a theatre. Offering a ‘virtual field trip’ to the opera is an initiative which levels the playing field. It is accessible to all and offered at no cost. We aspire to continue our relationship with LEARNZ (Core Education) in future should their support from the Ministry of Education be renewed for arts initiatives. Through the past supplementary videos and interviews, we continue to profile and highlight the wealth of talent in New Zealand, and the wide-range of study and career pathways associated with our art form. Over the past three years over 1500 Auckland students and teachers joined us on this digital platform. Our Explore Opera workshop model has been devised to travel to secondary schools. We visit many school communities with a small team of industry professionals and introduce the students to the story, characters, and music of our current opera.

Public ‘free for families’ performances and collaborative opportunities remain a priority for us with participation in Auckland Council’s ‘Summer in the Square’ series. Our 2018 new collaboration with the Royal New Zealand Navy Band was so successful that we are repeating this for the 2019 ‘Summer in the Square’ concerts. These events supplement our much-loved and well-attended annual Music in Parks programming. We continue to seek further opportunities of this kind and we hope to be able to sustain, and ideally undertake more of, this activity in other parts of Auckland.

By the nature of the language or subject of our opera presentations we are able to engage with particular nationalities within the Auckland community, such as the French community for Carmen, the Czech community for Katya Kabanová, and Chinese and Māori communities for The Bone Feeder. We will continue this connection in line with the language of performance for each production.

We are committed to exploring and sustaining engagement with wider communities to encounter, and have their lives enriched by opera. In 2018 we remained committed to offering an accessibility programme of audio description which comprised a backstage touch tour in advance of the audio-described performance for the blind and vision-impaired community in Auckland. This proved to be very successful and will be repeated in 2019-2020.
We are also very committed to encouraging younger people to attend our mainstage performances and offer the following initiatives:

- Attendance for school groups at our dress rehearsals to enable large numbers of students to experience opera first hand
- Benefactors receive two dress rehearsal tickets and are encouraged to nominate young people under 25, or first-time opera attendees, to attend the rehearsal
- Any young person under 18 years of age can attend a performance for just $25 when purchased alongside an adult ticket
- For those aged 29 and under, we have the Vanguard subscription. This gives young opera goers who enjoy the social aspect of opera attendance the opportunity to come at a reduced rate
- We have recently trialled a “Student Night” with an allocation of $30 student tickets available on one night where we have availability of each season that is announced during the lead up to the season opening. We have had an increase in the uptake of student tickets as a result so will continue this in the future. This is shared on our social media platforms and circulated to the target audience.

We have consciously increased our presence online using Facebook and other social media channels and have offered digital entry points to reduce the barriers that exist around opera. In addition, we have broadened our advertising and publicity methods to ensure awareness of our work is available to be seen in many different formats and in a variety of media.
Stardome Auckland Observatory and Planetarium Trust

Stardome is a planetarium and observatory and its main purpose is to share knowledge of space and the universe with the public of Auckland. Stardome operates primarily from an observatory and planetarium located in One Tree Hill Domain. However, we have recently started an outreach programme under which our educators visit schools in the Auckland region.

Stardome operates a range of services including a number of education programmes for schools, preschools and tertiary students, public shows for general visitors and telescope viewing for all groups.

Stardome volunteers also carry out astronomical research in collaboration with international research partners.

New Zealand has a diminishing pool of science teachers, as there is pressure to become more a generalist teacher. This means that science is not forefront in the curriculum, especially in primary schools, yet the nature of science is a skill that can assist children throughout their learning journey. The ongoing development of our outreach programme addresses this need, especially at times of the year where our facility reaches capacity (Matariki).

Research completed by the Ministry of Education released in July 2016 has pointed to an increasing gap in achievement standards of two years between decile 1-3 students and decile 8-10 students. The results are measured by the National Monitoring Study of Student Achievement, and have reiterated the gap in English, Maths, Science, Social Studies and PE. The gap is significant and needs to be addressed.

This highlights the importance of schemes such as Stardome's Low Decile and Southern Initiative programmes. Quite simply, a learning experience outside the classroom is not achievable for many of these schools, and without support they would not be able to offer this to their students.

Learning experiences outside the classroom offer kiwi kids many benefits:

- Make learning more engaging. We often get comments from teachers that a school trip is something children really look forward to, and that the classroom can become a stale environment. A new learning environment can stimulate a child's curiosity and allow them to think outside the box.
- Make learning relevant - Although we can talk about Space in the classroom, our planetarium offers a real-life simulation of a perfect night sky, which allows children to put their learning into practice.

- Nurture creativity and imagination - Taking children beyond the classroom is like unclipping their wings. Suddenly their minds are free to explore, and you can often end up with some very creative results no matter what subject you’re teaching them. We can take children for a trip to their favourite planet; we can explore the surface of Mars or take them to the Matariki cluster.

- Reduce behaviour problems - Whilst learning beyond the classroom certainly means implementing a whole new set of behaviour management processes, on the whole it can often mean a general improvement in behaviour - yet another consequence of children being happy, engaged and motivated. Our programmes have been set up to meet the key learning objectives of the Ministry of Education.

- Expose children to new opportunities — Many children that visit our facility walk away with a new perspective on their place in space. We also talk about different career paths that may be opened for them if they pursue science at a higher level.

Stardome is committed to sharing our love of space science, and as such we work to break down any barriers that may exist to sharing our knowledge

**Education:**

Stardome's facility can fit 87 students and teachers at a time, and sessions are run on the hour, and last for 90 minutes. Each education session includes a classroom session (15 minutes), an interactive quiz based on our displays and exhibits (20 Minutes) and a full dome show in our Planetarium (50 Minutes).

Sessions generally start at 9am and carry through the day to our 2pm session. Matariki is by far our busiest time and to accommodate the demand for this programme we also have schools visiting us in the evening - these sessions occur at 6pm and 7pm and allow the opportunity to use telescopes.

Our sessions are catered to the individual learning objectives of the visiting group and are delivered to all age groups from early childhood centres right through to university.

We have 45,000 learners through our education programmes annually, of that over 29,000 are from schools.

We are minimizing barriers to visitation in several ways:

- Our Low Decile Scheme subsidises bus cost and allows children a visit to Stardome for a gold coin donation. We currently have 14,000 students through this programme.

- Each child gets a free pass to visit after their school trip, and to further explore the facility with their family.

- Our Southern Initiative Scheme offers community and education groups from the four wards identified in the Auckland Strategic Plan to visit at no charge, with Stardome paying transport costs to make the facility available.
Outreach:
Stardome will continue to grow this part of our business. We are committed to sharing our knowledge of space, and as such during the heavy season when we reach capacity, we have developed an outreach programme which can be delivered at schools. This programme is gaining momentum and is heavily in demand throughout Terms 2 and 3.

Exhibitions:
We will host three exhibitions a year with topical space themes. The concept of this is to involve the community in creating and running the exhibitions to give them relevance. The exhibitions will also refresh our exhibits and give our current visitors a refreshed experience.

Open Days and Nights:
Stardome will continue to host two open days during the year, and an open evening for telescope viewing. There will be a gold coin donation for attendance to these events which usually attracts 1600 — 2,000 people per annum.

Astronomical Events:
During any astronomical events Stardome has sell out audiences. We are able to offer additional shows focusing on the event that is happening as well as telescope viewing as soon as it is dark.

Maunga Outcomes Plan:
As part of our proposal to the Maunga Authority to extend our lease we have been required to highlight activities that Stardome engages in that benefit the Maunga, and the relationship of People/Mana Whenua to the Maunga.
We have proposed to the Maunga Authority that we will incorporate into our educational and public programmes content about volcanoes, the Volcanic Cones of Auckland and associated stories to increase the public’s understanding of these special places.

Stardome has a significant number of programmes and initiatives that directly address the objectives of the Auckland Plan. The most significant initiatives are:

   i) Putting Young People First
Stardome’s very purpose as stated in our Vision is to inspire youth to value education and pursue careers in science
Stardome has a strong affinity with the Council’s policy of putting young people first. Our education offering is firmly targeted at increasing the knowledge of young people through space science. We have worked to ensure we reach as many young people as possible, and schemes such as our Southern Initiative, Low Decile Scheme and Community Sessions enable us to extend our reach.
To encourage young people to continue exploring the wonders of our universe, we have now implemented free passes to all children visiting with an education group, that way they can re-visit with their families.
ii) Reducing Inequality

- Low Decile Scheme — this scheme subsidises low decile schools so that they visit the facility for a gold coin.
- Stardome Southern Initiative Scheme - Aimed at the four wards identified in the Council's plan offering free visitation for groups to Stardome.

iii) Regional Reach

Our regional reach is monitored closely to see who is visiting us and from what parts of Auckland. South Auckland and Low Decile schools have been a focus of the Education team in the last twelve months and will continue through the next financial year.

We have a targeted marketing campaign through local newspapers, radio and cinema to try and get all areas of Auckland and also believe our outreach programme will help us to get to groups that are unable to make the trip to the facility.

We host three gold coin donation open days, and as astronomical events occur we open the facility to obtain the widest audience.

In conjunction with local volunteers, the Great Barrier Island Local Board and the Auckland Astronomical Society, Stardome educators have participated in an outreach project celebrating the Great Barrier’s status as a Dark Sky Sanctuary. This was awarded by the International Dark Sky Association, and Great Barrier Island is only the third location in the world to be awarded this.

iv) Strengthening and Connecting Communities/Cultural Diversity

Stardome takes its responsibility in providing a culturally diverse facility seriously. We see the future of our organisation as being more collaborative with the wider community in developing and delivering culturally diverse shows.

Synergies with cultural groups will help our organisation provide more relevant content, and as the planetarium show library available to us is limited and is often a Northern Hemisphere approach. Partnerships with Space Place (Carter Observatory) and the Otago Planetarium will also help us develop New Zealand focussed shows.

Stardome recognises the importance of a thriving Māori identity for our organisation. As such we have partnered with the Maunga authority to help our organisation highlight the significance of these outcomes. We are also currently working to give Stardome a Māori identity through a Māori name.

Stardome recognises that diversity is a central feature of Auckland. As such we develop our offering to reach as many people from as many diverse backgrounds as possible.
Surf Life Saving Northern Region

Surf Life Saving Northern Region (SLSNR) are the lead providers of lifesaving services, coastal aquatic rescue, and beach education services in the region from Raglan to Kaitaia. Ten of our 17 surf lifesaving clubs reside in and service the Auckland region, making up 80% of our Northern Region output and 40% of national lifesaving outputs.

Our purpose is to ensure the communities in our region can enjoy our beaches safely by preventing drowning and injury on our beaches and coastlines through the provision of lifesaving services and public education. In the Auckland region, there are over 1,500 dedicated lifeguards patrolling 14 beach locations as part of our on-going mission to keep the hundreds of thousands of beach-going public safe every year.

SLSNR’s role is to lead, coordinate, support and develop the services of our volunteer surf lifesaving entities in the area of beach safety, patrolling and patrol management, search and rescue, public education and sporting activities.

All of our services are targeted at the reduction of drowning and injury on our beaches and coastlines. We achieve this in the Auckland region by:

- Providing dedicated support and best practice tools for our member clubs to ensure the sustainable growth, management of volunteers and to provide the resources necessary to deliver a safe and compliant lifeguard service
- A dedicated full-time lifesaving delivery model, ranging from:
  - Patrolling services - delivered at fourteen locations
  - Event safety services
  - Emergency Response
- Community education programmes are provided on the beach, and in classroom education for school-age children, particularly low decile schools. These are delivered at patrolled and unpatrolled locations and urban environments to provide access for the wider community.
- The provision of a volunteer-run sport and recreation programme, ranging from junior surf carnivals to world-class high-performance events and competitions allowing for thousands in our community to partake in sport and recreation. These activities have proven to be instrumental in attracting members and encouraging younger members to progress to be qualified lifeguards.
In 2017-2018 we employed four seasonal supervisors for a period of 8 months, these positions now are now full-time as they were necessary to the lifesaving delivery for the Northern Region. These supervisors support the lifesaving patrols throughout the peak season, ensuring that clubs are able to meet the requirements of their service level agreements, help the clubs to make sure that the patrols are delivered to the agreed patrol operational standards and that induction and training are in place and well delivered prior to the season beginning. They provide the lifeguards with the support and confidence to start the season well equipped and prepared, and facilitate the delivery of learning and development programmes and formal examination and assessment of awards, develop new training programmes and standard operating procedures. The supervisors are key personnel to SLSNR and will ensure a smooth delivery of the lifesaving service. Having the roles full time is in line with Surf Life Saving Northern Regions strategic plan to enhance the lifesaving service delivery.

Increasing Demands
We are increasingly responding to rescues and searches at unpatrolled locations and lifeguards are frequently being expected to respond to emergencies outside patrol times – during the working day, evenings and nights. This places two major demands on SLSNR:

• The need to extend the traditional lifesaving services we provide:
  o at an increasing number of beaches (beaches not currently patrolled); and
  o for longer hours and more days of the year at our currently patrolled beaches.

• Providing an expanded scope of response from our lifeguards. Police, other agencies and the community continue to view Surf Life Saving as the primary responder to coastal emergencies including nearshore boating incidents, support for air ambulances, on the beach or near beach vehicle accidents, coastal and ocean search and rescue, land-based search and rescue and local medical emergencies. This is experienced most significantly on the West Coast where we are routinely expected to travel significant distances to critical incidents outside of Surf Life Saving’s traditional area.

Challenges
Our greatest challenge is obtaining sufficient funding to address our current operational costs and achieving certainty from our funding sources. 43% of our funding is sourced from unsecure funding (grants, sponsorship and donations). Compounding this is the increase in demand for our traditional services, for greater periods and at new locations. Although the increased service is largely provided by volunteers there are significant extra operational costs relating to vehicle and rescue equipment and club facilities.

As the Auckland region population grows the community requires an increase in services. It falls to Surf Life Saving Northern Region to secure funding to cover the additional costs. If a big drop in grant funding occurs the services provided could drop significantly and retained earnings will not be able to cover the cost over a long period of time.

Non-compliance
The other major risk currently facing SLSNR is non-compliant operations. In the majority of operational areas lifesaving services are carried out to a very high standard, but it is essential that we expedite our Health and Safety project and adopt procedures required.
**Lifesaving Delivery**
SLSNR is currently not responding to identified demands in the Auckland region for patrols at additional locations that are becoming increasingly popular or extending patrol hours at current locations. SLSNR is progressing discussions with Auckland Council to identify specific expectations for increased services.

**Event Safety**
Currently, there are no regulations or formal standards regarding the provision of lifesaving services for on water events or activities on our beaches and coastlines. The market is wholly unregulated in Auckland and elsewhere. Surfing competitions, ocean swims, coastal adventure runs, kayak and craft races, film and production events, motion picture filming, commercial advertising and content creation, and on brand events, are all carried out without formal event safety. Over the past three years, there have been some drowning deaths at these events. If SLSNR is to be truly successful in reducing drowning and injury on our beaches and coastlines, this needs to be remedied. SLSNR is still working in this space to provide a cost-effective response to these groups to ensure the paid sport and recreational activities maintain water safety standards.

**Training of Volunteers**
SLSNR is currently challenged in meeting the training requirements for lifeguards. While lifeguard practices are carried out to a high and safe standard, we have still to ensure that all Health and Safety regulations are being met and that training to deal with some of the new and more complex responses expected from lifeguards is provided. Projects have been commenced to cover these areas, but current resources do not allow a more expedient approach.

**Community Education**
The majority of our community education programmes are targeted at children under 12. There is no follow-up education for these children or teenagers or programmes that specifically target adults or recent immigrants. These are emerging as equally important target groups. There is a need to provide a new format of education and resources that can be delivered by non-lifeguards to broaden the reach of our programmes. Strategic initiatives are planned to explore opportunities to formally review the unmet needs within the sector. Following this, we will engage with stakeholders to determine the most efficient means of delivering this education and equipping other community groups to assist with education in this space.

**Sport**
There are an increasing number of ex-lifeguards and the general public who would like to partake in Surf Life Saving sports and recreation. SLSNR will be reviewing the opportunity to provide informal sport and recreation opportunities to non-members to engage in Surf Sport to maintain links and provide opportunities for our extended alumni and provide a greater community connection.

**Changes in Community Programmes**
There are no significant changes for the community education programmes planned. In the previous year there was an increase in cost per person, this was to help cover more of the programme costs. No increase in this cost is proposed for the 2019-2020 year.

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Auckland Regional Amenities Funding Board – DRAFT 2019-2020 Funding Plan

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2019-2020 Community Education programmes
SLSNR will deliver three education programmes to school-aged children within the Auckland region:

**Beach Education** - a five-hour programme offered to students on Auckland beaches and at Auckland Surf Life Saving Clubs.

**Surf to School** - a 60-90 minute programme, which takes lifeguards into schools for beach and water safety lessons in classrooms and, if applicable, in school pools.

**City Nippers** - a five two-hour sessions targeting urban beachgoers on weekends and during the holidays at St Helier’s, Takapuna, Eastern and Maraetai beaches.

We have also budgeted for an increased provision of Community Education programmes at public events and target at-risk demographics outside of the school-aged community.

Surf Life Saving incorporates holistic cultural safety and welfare measures such as Rahui into its patrol operations and delivery. SLSNR is currently engaging with Māori Land Trusts in possession of coastal lands to further support them in delivering coastal water safety outcomes and building resilience.

Community Education programmes teaching beach safety to children are particularly targeted at demographics with high Māori populations with funding specifically sought for low decile schools that might not otherwise be able to attend these courses.
Submissions Process for the Draft 2019-2020 Funding Plan

The Auckland Regional Amenities Funding Board welcomes your written comments on the Draft 2019-2020 Funding Plan.

Please complete the accompanying submission form for each submission you make and post or email it for arrival before 5.00pm, Monday 11 February 2019.

Public Submissions
Advisory Officer
Auckland Regional Amenities Funding Board
P O Box 6969
Wellesley Street
Auckland 1141

Please note:

- Late submissions may not be accepted.
- **Public oral submissions will be heard on Tuesday, 19 February 2019.** If you wish to be heard in person, please ensure you are available on that date. Personal submissions should be limited to 10 minutes. Organisations may have up to two speakers, each of 10 minutes duration.
- All submissions or requests to make oral submissions must be in writing or via email arafb.info@gmail.com
- The Funding Board reserves the right to group together submissions of closely similar intent.
- Members of the Funding Board will have read your submission before your submission is heard.
- You may email submissions to the Advisory Officer at the address below.

Enquiries:

Contact:  Leigh Redshaw, Advisory Officer
Telephone:  0274 739 187
Email:  arafb.info@gmail.com

Thank you for your submission.
SUBMISSION ON THE
AUCKLAND REGIONAL AMENITIES FUNDING BOARD’S
DRAFT 2019-2020 FUNDING PLAN

Do you wish to be heard in support of your submission? Yes / No

Submitter details:

Name: __________________________________________

Organisation:
______________________________________________________

Address:
______________________________________________________

Telephone: _______________________

Mobile: _______________________

Email: _________________________
SUBMISSION ON THE DRAFT 2019-2020 FUNDING PLAN

NOTE: Please use a separate page for each matter for submission.

1. The specific matter within the Draft 2019-2020 Funding Plan that my/our submission relates to is...
   (please clearly identify section and page and continue on a separate sheet if necessary)

2. I/We seek the following amendment to the Draft 2019-2020 Funding Plan:
   (continue on a separate sheet if necessary)

3. My/Our submission is that...
   (state the nature of the submission, giving reasons for the amendment requested): (continue on a separate sheet if necessary)

4. Please indicate the cost or saving impact of your proposal, if possible:
   (continue on a separate sheet if necessary)
### Directory of Specified Amenities and Associated/Related Entities

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Balance Date</th>
<th>Charities Registration Number</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Festival Trust</td>
<td>30 June</td>
<td>CC22145</td>
<td><a href="http://www.aaf.co.nz">www.aaf.co.nz</a></td>
</tr>
<tr>
<td>Auckland Philharmonia Trust</td>
<td>31 December</td>
<td>CC23611 &amp; CC23607</td>
<td><a href="http://www.apo.co.nz">www.apo.co.nz</a></td>
</tr>
<tr>
<td>Auckland Rescue Helicopter Trust</td>
<td>30 June</td>
<td>CC21935 &amp; CC46529</td>
<td><a href="http://www.rescuehelicopter.org.nz">www.rescuehelicopter.org.nz</a></td>
</tr>
<tr>
<td>Auckland Theatre Company Limited</td>
<td>31 December</td>
<td>CC23055, CC23058, CC48094 &amp; CC50332</td>
<td><a href="http://www.atc.co.nz">www.atc.co.nz</a></td>
</tr>
<tr>
<td>Coastguard Northern Region Incorporated</td>
<td>30 June</td>
<td>CC30031, CC20374</td>
<td><a href="http://www.coastguard.org.nz">www.coastguard.org.nz</a></td>
</tr>
<tr>
<td>Drowning Prevention Auckland - WaterSafe Auckland Incorporated</td>
<td>30 June</td>
<td>CC11454</td>
<td><a href="http://www.dpant.org.nz">www.dpant.org.nz</a></td>
</tr>
<tr>
<td>New Zealand Opera Limited</td>
<td>31 December</td>
<td>CC22724, CC21944 &amp; CC51542</td>
<td><a href="http://www.nzopera.com">www.nzopera.com</a></td>
</tr>
<tr>
<td>Stardome - Auckland Observatory and Planetarium Trust Board</td>
<td>30 June</td>
<td>CC20451</td>
<td><a href="http://www.stardome.org.nz">www.stardome.org.nz</a></td>
</tr>
<tr>
<td>Surf Life Saving Northern Region Incorporated</td>
<td>30 June</td>
<td>CC21256, CC23043 &amp; CC33628</td>
<td><a href="http://www.lifesaving.org.nz">www.lifesaving.org.nz</a></td>
</tr>
</tbody>
</table>

All of these organisations are registered with the Department of Internal Affairs – Charities Services (Ngā Rātonga Kaupapa Atawhai) and details for each amenity are available online at [www.charities.govt.nz](http://www.charities.govt.nz)
Directory

Auckland Regional Amenities Funding Board
P O Box 6969
Wellesley Street
Auckland 1141

Email: aarfb.info@gmail.com
www.aarfb.org.nz

Chair: Vern Walsh
Deputy Chair: Anita Killeen
Directors: Victoria Carter
           Precious Clark
           Catherine Harland
           Lyn Lim
           Megan McSweeney
           Bryan Mogridge
           Scott Pearson
           Paula Browning (from 1 February 2019)

Advisory Officer: Leigh Redshaw
Bankers: ASB Bank Ltd
Lawyers: Buddle Findlay
Auditors: Office of the Auditor-General/Audit New Zealand
Charities Registration Number: CC38181
Relevant Legislation: Auckland Regional Amenities Funding Act 2008

11 January 2019
Public Submissions: Advisory Officer
Auckland Regional Amenities Funding Board
PO Box 6969, Wellesley Street
Auckland 1141

Auckland Regional Amenities Funding Board Drafting Funding Plan 2019/2020 –
Submission

To the Chair, Auckland Regional Amenities Funding Board

Auckland Council would like to make this submission on the 2019/2020 draft funding plan. Council
is conscious of its role in the Auckland Regional Amenities Funding Act (the Act) funding process,
which in terms of decision making is limited to approving or rejecting the proposed levy. When
making this decision, council must have regard to the funding principles contained within the Act.
As a result of this limited role, council’s submission is focused on the draft funding plan as a whole,
rather than focusing on the proposed grants to individual amenities.

Council acknowledges the contribution the Funding Board and the regional amenities make to
Auckland. The activities of the amenities help make Auckland a better place to live and visit.
Council is also cognisant of the ongoing funding pressures each amenity faces, and especially
those within the arts arena.

Council is pleased to note that the amenities have enjoyed substantial increases in funding since
the Auckland Regional Amenities Funding Act 2008 (the Act) came into force. The total funding
under the Act increased from $8,700,000 in 2008 to $16,164,500 in 2017/2018 year. The ratepayer support to the amenities has effectively doubled since the Act came into force. In
addition to the operational funding provided to the amenities provided via the Funding Board,
council has also made significant contributions to capital projects undertaken by a number of the
amenities.

The increase in funding provided demonstrates the significant support that ratepayers provide to
the amenities, and that council has increased its contribution to meet the increased demands on
the amenities over time, and as the region has grown.

The Auckland Regional Amenities Funding Act 2008 states that funding is only available if the
amenity has made all reasonable endeavours to maximise its funding from other available funding
sources. In other words, council is meant to be the funding of last resort. Whilst we acknowledge
that the funding environment that the amenities operate in is challenging, we would ask that the
Funding Board continue to work with the amenities to ensure that they are actively seeking to
increase their non-rates sources of revenue.

The funding levy request for the 2019/2020 year is 6.18% higher than the 2018/2019 year, at
$15,504,500. Council is again concerned that the future projections for 2020/2021 and
2021/2022 are significantly higher at 18.64% (17,374,160) and 24.18% at &18,133,629. There
appears to be a pattern of behaviour from the amenities to signal large increases in future years.
Council would ask that the Funding Board continue to work with the amenities to ensure that their
financial forecasting is realistic. This would greatly assist council with its own financial planning.
Finally, we would appreciate it if council staff from the CCO Governance/External Partnerships department could speak to this submission at the appropriate Funding Board meeting.

Yours sincerely

Councillor Ross Clow
Chair, Finance & Performance Committee
Councillor, representing Whau Ward

Councillor Desley Simpson, JP
Deputy Chair, Finance & Performance Committee
Councillor, representing Orakei Ward
Auckland Regional Amenities Funding Board

28 February 2019

Councillor Ross Clow
Chair, Finance and Performance Committee
Auckland Council
Private Bag 92300
Victoria Street West
Auckland 1142

Dear Ross

2019-2020 Funding Plan: 2019-2020 Levy Request

Following conclusion of the public consultation process in respect of the boards’ draft 2019-2020 Funding Plan on 19 February 2019, the Funding Board finalised the allocation of grants for 2019-2020 to the specified amenities and confirmed the levy to be requested from Auckland Council for 2019-2020.

The final version of the 2019-2020 Funding Plan incorporating all the changes arising from the public submissions process was forwarded to Auckland Council staff on 28 February 2019.

I can confirm on behalf of the Funding Board that there have been no changes to the provisional grant allocations to the nine Specified Amenities as published in the Draft 2018-2019 Funding Plan, and as such the total levy requirement from Auckland Council for 2019-2020 is confirmed as $15,504,500.

Should you require any further information in respect of the 2019-2020 Funding Plan and levy requirement, please feel free to contact me directly, I will be happy to provide further assistance as required.

Yours sincerely

Vern Walsh
Chair
Auckland Regional Amenities Funding Board

Cc: Alastair Cameron, Josie Meuli – Auckland Council.
Te take mō te pūrongo
Purpose of the report
1. To consider the 2019/2020 levy for the Museum of Transport and Technology (MOTAT).

Whakarāpopototanga matua
Executive summary
2. MOTAT is one of Auckland’s cultural heritage institutions.
3. The Museum of Transport and Technology Act 2000 (the Act) allows MOTAT to levy Auckland Council for funding on an annual basis. Auckland Council through Regional Facilities Auckland can provide feedback on MOTAT’s draft Annual Plan 2019/2020 (draft Annual Plan).
4. MOTAT’s Board monitors outcomes and financial performance, with RFA and Council only having an indirect role in this.
5. This year the MOTAT levy request is for $15.812 million. This year’s levy is a 13 per cent increase from the levy in 2018/2019 and includes a request for an additional $1 million per year for 10 years for the “Approach 2” set of works.
6. Approach 2 is a $12.5 million set of capital projects which were part of the larger MOTAT masterplan which was not approved for funding under council’s Long-term Plan 2018-2028. Council’s funding will be used to take on a bank loan, to be paid back through the increased levy and anticipated increased revenues. By agreeing to the increased levy, council will be committing to funding these works for the next ten years.
7. MOTAT’s draft Annual Plan (Attachment A) sets out its organisational structure, core objectives, performance measures, and supporting financial information. MOTAT continues to pursue improvements in basic museum operations (such as collection care), as well as offering interesting experiences for visitors.
8. Longer-term, MOTAT’s major challenge is to have a clearly defined strategic role within the Auckland cultural heritage sector. The cultural heritage review which is now moving into its second phase will assist with defining MOTAT’s role.
9. Staff recommend approval of the MOTAT levy request for 2019/2020, as it meets the purposes of MOTAT as set out in the Act, and the draft MOTAT Annual Plan for 2019/2020 clearly sets out MOTAT’s planned activities for the coming year. Regional Facilities Auckland has worked with MOTAT on the draft MOTAT Annual Plan for 2019/2020 and recommends that it be approved (Attachment B).

Ngā tūtohunga
Recommendation/s
That the Finance and Performance Committee:

a) approve the total levy applied for by the Museum of Transport and Technology of $15,811,739 for 2019/2020.
Horopaki

Context

Legislative framework
10. MOTAT operates under the Museum of Transport and Technology Act 2000. The Act requires the Board to maintain, manage, and develop MOTAT and its collections and provide for the recording and presentation of the history of transport and technology in Auckland and New Zealand. The Board must also provide maximum community benefit, including providing for education which engages and entertains, promoting historical and scientific research and achieving customer satisfaction through continuous improvement.

11. Council is obliged to fund MOTAT under the levy provisions of the Act, which gives MOTAT security of public funding for its activities, including maintenance and development. These provisions were originally developed in the pre-amalgamation context to ensure that all councils in the Auckland region contributed equitably to MOTAT.

12. The levy must be set by 30 April 2019, either through agreement or arbitration.

Role of Regional Facilities Auckland
13. Regional Facilities Auckland and Auckland Council have an Advisory and Management Agreement under which Regional Facilities Auckland has been appointed council’s advisor for MOTAT’s annual funding process.

14. The legislation requires MOTAT to publish its draft annual plan and publicly consult on the levy request being made to Auckland Council. Regional Facilities Auckland made a written submission and MOTAT has considered this along with other submissions received.

15. Regional Facilities Auckland has written to Auckland Council and recommends approval of the levy. Regional Facilities Auckland notes the funding request is within the legislative levy cap. Other elements of Regional Facilities Auckland’s advice, as expressed in the submission and the letter to council, have been incorporated into this report.

Cultural heritage review
16. In 2017, Auckland Council approved the establishment of a review of its investment in cultural heritage institutions. The scope of the review includes Auckland War Memorial Museum, Auckland Art Gallery, the New Zealand Maritime Museum, Stardome Observatory and Planetarium, the Museum of Transport and Technology, and the role of Regional Facilities Auckland in the cultural heritage sector.

17. The review’s first phase concluded in October 2018 with the receipt by council of the report from Stafford Strategy Limited. Phase 2, which will lead to recommendations to council about the key strategic objectives for the cultural heritage sector and the nature of any sector governance changes to support achieving those objectives, is currently getting underway. Council will be asked to approve terms of reference for Phase 2 in a separate report to council’s Governing Body.

Tātaritanga me ngā tohutohu

Analysis and advice
18. The levy indicated within the final draft MOTAT Annual Plan for 2019/2020 is $15.812 million. The requested levy represents a 13 per cent increase over the 2018/2019 levy of $13.973 million. This is made up of a base operational levy of $14.812 million (increase of 6 per cent on the previous year) and an additional $1 million per year for 10 years for the Approach 2 set of works. By agreeing to the increased levy, council will be committing to funding these works for the next ten years.
‘Approach 2’ – summary
(see pages 18-19 of draft Annual Plan)

- Funding for Athfield Masterplan not approved as part of 2018-2028 Long-term Plan
- MOTAT has identified smaller projects from the masterplan which it considers critical for improving visitor experience, collection care, and demonstrating “positive change and progression”. The projects are:
  - new carpark at Meola Rd site (“MOTAT 2”)
  - new entranceway and café at MOTAT 2
  - acoustic, thermal and weathertightness for building 6 at MOTAT 1
  - re-roofing and internal improvement to building 5 at MOTAT 1
  - new connection to Western Springs Lakeside Park.
- Total cost: $12.5 million, to be financed by bank loan, funded by council ($1 million per year for 10 years) and increased revenue.

19. Staff have worked with MOTAT on the proposed projects and consider them prudent investments while awaiting longer term decisions about more substantial capital investment in the cultural heritage sector. The cultural heritage review will look at the overall priorities for the sector and any investment needs, with a view to ensuring council can be confident about making more significant investments in future. In the meantime, MOTAT has been open about its use of the levy to undertake these smaller projects, and staff are comfortable that what is proposed is consistent with MOTAT’s purpose under the Act.

20. The part of the MOTAT draft Annual Plan setting out 2019/2020 intentions begins from page 18. It sets out the three-main organisational ‘hubs’ of MOTAT – Museum Experience, Collections, and Business Services. There is a clear description of what each of these hubs does, which of the strategic/core objectives they contribute to, and planned activities. The longer-term future plan is set out on page 51 and gives a good sense (in practical terms) of what MOTAT is planning.

21. MOTAT’s core objectives are set out, with measures and alignment with the Auckland Plan 2050 and Toi Whitiki, on pages 38 to 47 of the draft Annual Plan. These objectives are:
  1) maximise the visitor experience
  2) empower the MOTAT team
  3) improve the quality of the collection and its care
  4) improve MOTAT’s business, and sustainability
  5) engage with likeminded institutions.

22. The objectives are the same as the previous year, with the exception of objective 5 which has been added for 2019/2020. This reflects a clear and welcome commitment to both the other institutions in Auckland (and the aim of Toi Whitiki to promote a network of collaborative institutions), to the Western Springs precinct, and to tangata whenua.

23. The way MOTAT sets out its organisational structure, core objectives, and performance measures and targets is logical and clear. While the measures are somewhat output focussed, they have a clear link to the objectives, and are relatively consistent with measures used in previous years, which allows progress to be tracked in specific areas. If a clear set of sector-wide outcomes emerge from the cultural heritage sector review, this would assist MOTAT to develop a wider outcomes perspective.
24. The Financial Overview section is similarly clear. The indicative budgets show clear summaries of revenue and expenditure. Operating expenditure is then shown according to each of the three organisational hubs, making it clear to track what is driving increased expenditure. Broadly speaking, the additional levy requested for 2019/2020 is being directed at exhibitions (museum experience hub).

25. We note that the two-year outlook for the levy is for a 3.7 per cent increase for 2020/21 and 3.2 per cent in 2021/2022.

26. Staff recommend approval of the MOTAT levy request, as the MOTAT draft Annual Plan 2019/2020 aligns with MOTAT’s purposes under the Act.

27. The other option is to dispute the levy amount and enter arbitration. This is not recommended, for two reasons. Firstly, we consider there are no grounds for disputing the levy amount, because the MOTAT levy request meets the purposes of the museum as set out in its legislation, and the draft Annual Plan 2019/2020 has clearly set out MOTAT’s planned activities for the coming year. Regional Facilities Auckland has worked with MOTAT on the plan and has recommended to Auckland Council that it be approved.

28. Secondly, if successful at arbitration, this would leave MOTAT in a position where it was likely unable to complete the Approach 2 works. These works comprise essential maintenance works (such as roofing and weathertightness) and improvements to maintain MOTAT’s ability to attract paying visitors.

29. Longer-term, MOTAT is awaiting progress on the cultural heritage review, and Regional Facilities Auckland has made clear council’s expectation that MOTAT will participate fully in that process, and to respond to recommendations arising from it.

30. Finally, staff note that Auckland Council is acknowledged clearly and appropriately in the draft Annual Plan (page 58).

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

31. As noted above, Regional Facilities Auckland provides council with advice on the levy each year and maintains a cooperative relationship with MOTAT throughout the year to encourage alignment with council priorities. In particular, RFA’s letter refers to how Auckland Zoo and Auckland Stadiums have worked with MOTAT on joined-up thinking on opportunities across the Western Springs precinct. MOTAT has also provided support to the New Zealand Maritime Museum (an RFA business unit) in relation to storage of some of its collection objects.

32. More generally, the legislative levy systems under which MOTAT and Auckland Museum are funded continue to represent a financial risk to the council group. The lack of formal accountability to council, the inability of council to have genuine formal engagement with the plans of the museums, and the way the systems were designed to lock-in financial commitments of multiple councils that no longer exist mean the levies are not ideal mechanisms for building a modern relationship with these two institutions.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe

33. Decision making and oversight in respect of regional activities is the responsibility of the Governing Body.

Tauākī whakaaweawe Māori

34. Key objectives for the year for MOTAT are contained under objective 5.1: “Tangata whenua technology and tikanga”. These are to implement the bicultural strategy which was developed in 2018/2019, and more generally to promote tangata whenua technology and innovation, through exhibitions and displays. One aspect of this which continues to be in development is a travelling exhibition focusing on Māori technology.
Ngā ritenga ā-pūtea  
Financial implications  
35. The levy request for 2019/2020 is $15.812 million. This is an increase of $1.839 million over the amount included in the 2018-2028 Long-term Plan and will lead to an increase in council’s 2019/2020 Annual Budget.  
36. The terms of the loan arrangement MOTAT proposes to enter into for the Approach 2 works are no worse than those which could be secured through council lending directly.  

Ngā raru tūpono me ngā whakamaurutanga  
Risks and mitigations  
37. There are three main risks for council. The first is that MOTAT continues to require long-term decision-making about its capital development plans, a risk which is being dealt with through the cultural heritage review.  
38. Secondly, and related to the need for long-term decisions, last year’s levy report identified the risk that the condition of buildings at MOTAT meant that bids for emergency funding might arise. This has been borne out this year, in the shape of the Approach 2 projects. While staff consider these projects prudent, it is an example of additional funding being required, and represents a 13 per cent increase from the previous year’s levy. It reinforces the need to resolve the long-term situation of MOTAT – its purpose in the group of council-funded institutions, and its capital needs to fulfil that role.  
39. Finally, there is the ongoing risk to council from MOTAT seeking increases to its levy in the future. As noted above, MOTAT has signalled additional levy increases for 2020/2021 and 2021/2022 and it can be anticipated that these rises will continue. Given the current levy systems imposed on council by legislation, there is little council can do to mitigate this risk except to work closely with MOTAT to minimise the ongoing requests. In this regard, Regional Facilities Auckland plays a key role. The relationship between Auckland Council, Regional Facilities Auckland and MOTAT is strong and cooperative at present.  

Ngā koringa ā-muri  
Next steps  
40. If this committee approves the proposed levy, payment will be made on 1 July 2019.  

Ngā tāpirihanga  
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Ngā kaihaina  
Signatories  
| Author | Edward Siddle - Principal Advisor |
| Authorisers | Alastair Cameron - Manager - CCO Governance & External Partnerships  
Phil Wilson - Governance Director  
Matthew Walker - Group Chief Financial Officer |
Hapaitia te ara tika pūmāu ai te rangatiratanga mo ngā uri whakatipu

Foster the pathway of knowledge to strength, independence and growth for future generations
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Item 11

TŌ MĀTAU MOEMOEĀ
OUR VISION

To be the “must experience” museum that uses past, present and future Kiwi technology and ingenuity to educate and inspire the innovators of tomorrow.
Attachment A

Item 11

Approval of the Museum of Transport and Technology levy 2019/2020
Chair and Chief Executive Overview

This Plan outlines what we intend to do during the 2019-2020 financial year and during the first year of our updated strategy, which covers the period from 1 July 2019 to 30 June 2029. If you want to know what we have done in the past and what we are currently doing, you should refer to our 2017-2018 Annual Report and our 2018-2019 Annual Plan respectively.
Our strategy was reviewed and updated during the course of the 2017-2018 financial year. From the various metrics we measure (e.g. visitor numbers and satisfaction) it was clear that the strategy we launched in July 2014 was meeting the late Dame Cherryl Sotheran’s challenge to transform MOTAT from being “a museum of things” to a “lightbulb institution”. In line with her recommendations, our strategy remains vision based and audience focused, and it is having a transformative impact on our community.

In particular our Vision/Te Mātua Mōmoea is to be the “must experience” museum that uses past, present and future kiwi technology and ingenuity to educate and inspire the innovators of tomorrow. This is a deliberate focus on our part, as New Zealand has a rich history of technological innovation, which started with the tangata whenua and leads to the likes of Peter Beck at Rocket Lab. This evolution of the “number eight wire” approach defines who we are and is something that all Kiwis should be proud of as it builds our mana at home and overseas.

Our Vision is also aligned to and reflects the Māori proverb of “Kia whakatōmuri te haere whakamua” – “My past is my present is my future. I walk backwards into the future with my eyes on the past”.

This year we have worked closely with Regional Facilities Auckland to identify the areas and Key Performance Indicators that are aligned to the outcomes of the Auckland Plan 2050. This alignment is reflected in the tables on pages 38-47 of this Plan.

Two of the core objectives under our Strategy are to “Maximise the visitor experience” (Objective 1) and associated outcomes, and to “Improve the quality of the collection, its care and accessibility” (Objective 3).

One of our main challenges relates to our buildings and infrastructure as they directly impact on the visitor experience, the care and display of our collection, and our employees’ and volunteers’ work environments. We were hoping to get funding under the Auckland Council’s Long-Term Plan to implement parts of the MOTAT Athfield Masterplan but this was declined pending the outcome of the Independent Cultural Review (see below).

It is critical that we address our building and infrastructure issues and maintain the positive progress we have made over the last few years. So we have increased our levy request this year, and for the next 10 years, by $1 million to cover the cost of a loan to address some of the smaller but critical, issues identified in our Masterplan and Asset Management Plans. The loan will be used to cover the cost of re-roofing two of our exhibition halls, and the construction of a new entranceway and car park at our Meola Road site. The latter project will help to address our visitor parking requirements in the light of the proposed works by Watercare.

The second challenge that we face, along with the Auckland Art Gallery, Auckland Museum, Maritime Museum, and Stardome (together the ‘Museums of Auckland’), is the outcome of the Independent Cultural Review the Auckland Council commissioned last year. While we acknowledge that there is room for improvement in the way that the Museums of Auckland are governed and funded, any substantive change to the status quo should only be undertaken if it results in a better outcome for the Museums of Auckland, the arts, culture, and heritage sector in Auckland, the citizens of Auckland, and Auckland Council.
We and the other Museums of Auckland will continue to work with the Council and its advisors on the development of a high level strategy for the city’s arts, culture, and heritage sector and the associated structures. We will continue to work with the other Museums of Auckland on joint projects like Pasifika Vibes @ MOTAT and other initiatives that support the other arts, culture, and heritage institutions in Auckland. We will also progress our discussions with the Maritime Museum on joint storage and the sharing of curatorial and other services.

The third challenge is the review of our collection to ensure that we are not only caring for these objects but also that they are aligned to our strategy and are of the requisite quality and significance for a national technology museum.

This Annual Plan clearly sets out what each area of our business (i.e. Museum Experience Hub, Collection Hub, and Business Service Hub) intends to focus on during the year and the associated budgets. Their activities and the associated Key Performance Indicators are aligned to the Core Objectives outlined in our strategy, the MOTAT Act 2000, and, in several cases, the Auckland Plan 2050.

You will note from the various highlights outlined in this Plan that we have made significant progress and we anticipate that that will continue during the course of the financial year and beyond, thereby cementing MOTAT’s reputation as a leading technology museum both here and abroad.

E hara tuku toa i te toa takitahi he toa takitini.
Approval of the Museum of Transport and Technology levy 2019/2020
Item 11

Attachment A

5,614
Objects inventoried

$1,554,516
Admissions revenue
15.5% more than 2016–2017

773
New objects added to our collection
2017–2018 REVIEW

These are some highlights of the last financial year completed. For further information, please see our 2017–2018 Annual Report.

We attracted 3.5% more visitors, carried 2.8% more tram passengers, and achieved 15.5% more revenue from admissions than the previous year. We exceeded our targets for visitor satisfaction, school and pre-school visits, shop revenue, and venue hire revenue. We welcomed 32 new Volunteers to the MOTAT Team and exceeded our annual target for objects inventoried.
2018–2019 UPDATE

This section summarises what we have achieved so far during the current financial year (1 July 2018 to 30 June 2019).

BUILDING 6 UPGRADE
We have implemented significant upgrades for our exhibition Building 6 at our Great North Road site (MOTAT), including re-roofing, replacement of the floor, insulation, and installation of an HVAC system. This and other built environment upgrade projects currently underway are managed by our Project Management team but involve a high degree of collaboration across the whole Museum.

We are undertaking these building upgrades because our application under the Auckland Council Long Term Plan process for funding for a new exhibition hall was unsuccessful. This means we need to progressively upgrade our current facilities to provide better quality exhibition spaces. This will ensure we provide improved environments for exhibitions, staff, and visitors, and will enable us to secure travelling exhibitions. The Building 6 project is the first phase of what we call the “Approach 2” projects (for more detail, please see the 2019-2020 section of this Annual Plan).

MOTAT has secured the exclusive New Zealand rights to present the international exhibition Above and Beyond, which will be hosted in Building 6 from November 2018 to March 2019. Developed in partnership with Boeing, this highly interactive exhibition will reveal the science and technology of flight and space travel. Above and Beyond has provided a focus for our marketing campaign work. The exhibition will be promoted through online and outdoor campaigns developed with our partner Contagion. Our upgraded data network will also provide the greater connectivity and functionality required for the exhibition.

MAIN STREET UPGRADE
Closely aligned with the Building 6 project is the redevelopment of the Main Street area of MOTAT to create a new central visitor circulation space, public programming space, and integrated play experience for our younger visitors. Main Street is a key central thoroughfare space within MOTAT, which has for some time been unavailable to our visitors. Coupled with redeveloping this area is the replacement of asphalt in several priority areas. This is a continuing process and we have set aside funding for the following year to address more of these areas.

EXHIBITIONS UPDATE
In addition to the installation of the upcoming Above and Beyond exhibition, our Exhibitions team has been updating The Innovators exhibition with four new stories of great Kiwi innovation covering areas as diverse as food, health, agriculture, manufacturing, and the environment. Meanwhile, the Sottnedal Gallery in the village is now presenting a celebration of the 125th anniversary of women’s suffrage and the role that the bicycle played in building the movement’s momentum. We have also delivered an exhibition in the Waik Memorial Library on internationally recognised industrial designer Gifford Jackson and his concept designs for the Auckland Rapid Transit (ART) rail project of the 1970s. And we have updated the information displays in our trams, so we can more effectively share the history and technology of our trams with our thousands of tram passengers.
SYNERGY ENVIRONMENTAL MONITORING SYSTEM PROGRESS

Alongside the upgrade of our exhibition spaces, we are making progress towards installing a new system to monitor our collections storage and display environments. Environmental monitoring forms the foundation of collection care by enabling museums to monitor and record critical environment data, including humidity levels, temperatures, light levels, moisture content, dust levels, and vibration. The Synergy system can use several hundred sensors at once and is modular, which will enable us to easily reconfigure it as our needs change. The system is scheduled for installation in early 2019.
LIVE DAYS AND GOOD OLD DAYS

Our Public Programmes and Events team has been busy providing a range of high quality programmes for our visitors, such as our ever-popular Live Days on the third Sunday of every month. These included a Steam Live Day in July and a Rail Live Day in August, during which we unveiled and put into operation our newly restored F Class Locomotive No.180 ‘Meg Merilies’. Our ongoing Good Old Days programme has included oral history stations, live music, era-specific movie screenings, and fashion shows.
FATHER'S DAY

This traditional MOTAT family event celebrating cars and motorcycles featured live music and a beer garden for the grown-ups, balloon cars, car simulators, mini hot rod ride-ons, and a 'dad jokes' competition for the kids. The event achieved great support from car groups and companies, including Ferrari, Mini, Mustang, Rover, and Harley-Davidson, and included military vehicles from the MOTAT collection.

THE GREAT MOTAT BEAR HUNT AND BUBBLE WEEKEND

Aimed at under-5s and primary aged children and their families, The Great MOTAT Bear Hunt received positive feedback and attracted 1,630 visitors. This new event involved a 'treasure hunt' to locate the MOTAT bears hidden amongst the collection items, and included other fun activities such as a craft area, giant games, movies, dress-ups, and face painting. Bubble Weekend in September also targeted at our under-5s and attracted a whopping 5,203 visitors over the weekend, an increase of 56% on the previous year.

WTF AND MOVIE NIGHTS

For our more mature audiences, we have presented WTF - an After Dark series designed to disrupt perceptions of museums events, challenge perceptions of MOTAT, and highlight weird and wonderful advances in science, technology, and the arts. The event featured a fire-breathing weka, Ivan Lului's 'X', axe throwing, body art, projection mapping, and lilo racing. We have also continued our Movie Nights Series celebrating film technology. This year we focused on cult classics, including The Blues Brothers (1980) with a tribute Blues Brothers band, The Big Lebowski (1998) with a pop comedy quiz, and Pulp Fiction (1994) with a themed photo booth and Pulp Fiction-style props. The Pulp Fiction screening was especially popular and quickly sold out.
EDUCATION PROGRAMMES UPDATE

Our Education Team continues to provide After School Clubs and Technology Experiences. These include Learn to Code@MOTAT, which is a collaboration between MOTAT Educators and volunteers from Code Club Aotearoa and the University of Auckland, and Robotics @MOTAT, which is co-ordinated by MOTAT Educators and volunteers from the robotics industry. We also ran Jewellery Smithing Workshops in July in collaboration with Peter Mintum Goldsmith School. These programmes attracted more than 50 participants.

Our STEAM (Science, Technology, Engineering, Art and Mathematics) Cell programme takes our education experiences into low decile and distant schools throughout Auckland. Each STEAM Cell is a special outreach trailer containing equipment, teaching resources, and collection items, and is hosted by a MOTAT Educator. The programme provides access to digital and physical resources that are rare, too expensive, or too specialised for schools to justifiably purchase for themselves, such as robotics, digital tech, and educational MOTAT collection items.

PARTNERSHIPS PROGRESS

We have partnered with Perpetual Guardian, whose sponsorship will enable decile 1 to 3 primary and intermediate students to attend the Above and Beyond exhibit. Education, and in particular low decile school support, is a significant opportunity area for partnership, which benefits school children who would not otherwise have the opportunity to visit MOTAT.

Alongside our own education programme, our educational partnership with The Mind Lab is now in full swing. In April 2018, The Mind Lab moved their nationally recognised school and holiday programme to MOTAT. This enables The Mind Lab and MOTAT to leverage each other’s expertise and resources to provide outstanding and uniquely Kiwi education experiences to the children of Auckland. The Mind Lab operates out of Building 5 at MOTAT, which is part of our Innovation Hub.

In October 2018 we began a significant partnership with the Automobile Association that offers AA members a year-round 20% discount on MOTAT General Admission tickets. In return, we receive targeted marketing opportunities to the organisation’s million-strong membership base. This is a mutually beneficial and exciting partnership that is expected to drive positive visitation and improved exposure for MOTAT.

VISITOR RESEARCH AND RELATIONSHIP MANAGEMENT IMPLEMENTATION

To ensure that our initiatives are delivering on our visitor objectives, we have commenced the second year of visitor research with our research partner, Morris Hargreaves McIntyre (MHM). MHM is conducting surveys on-site with our visitors to help us to understand their expectations, gather their feedback, and gauge their satisfaction levels with the MOTAT visitor experience.

Another significant step forward for MOTAT is the implementation of our new Customer Relationship Management (CRM) system front of house system. Its integration with our website for e-commerce functionality, and a refresh of our website design. The cloud-based CRM system enables us to more easily capture and analyse visitor data, and manage our MOTAT Mates programme. The system can also potentially be integrated with our new Enterprise Resource Planning (ERP) system, which has been delayed by the extended implementation timeframe for the CRM system. We now expect the installation of the ERP to take place in the next financial year. These implementations are managed by our Project Management team and involve our ICT, Commercial, Marketing, and Finance teams.
COLLECTIONS UPDATE

Our Collections team has been strongly focused on resuming ‘business as usual’ following the move of over 20,000 collection items to our new offsite storage facility in Penrose. The Conservation team has set up an interim conservation laboratory at the new facility, and is assessing the suitability of the designated space for our permanent laboratory. When finished, the laboratory will provide us with a dedicated, clean, secure, and well-equipped workspace for the treatment of small- to mid-sized collection objects. The laboratory will provide a place for donors, researchers, and visiting conservation professionals to collaborate with us on our collections. It will also provide great tour opportunities for school groups and the public.
RESTORATIONS PROGRESS

Our volunteers are currently working with us on the following restoration projects currently in progress:

- **Solent Flying Boat:** The major external work on the Solent will be completed by the end of November 2018 when the flying boat will be ready to be moved back into the Aviation Display Hall in 2019. Once inside, the last of the external details will be completed and work will continue on the interior.

- **Sunderland Flying Boat:** Work on the replacement turrets for this aircraft will be completed by December 2018. The original turrets will then be removed, stripped down, paint-striped, corrosion treated, reassembled, and refitted by April 2019.

- **NZR Carriage A1819:** This 50-foot NZR carriage was manufactured at Addington in 1935 and is now undergoing extensive restoration work, including removal and replacement of rotten timber, interior and exterior cleaning, sanding, and repainting, and window re-glazing.

- **Tram Trailer No. 21:** Work continues on tram trailer No. 21, including installation of new seat beds, manufacture and assembly of new components for the saloon frame. New pillars for the trailer have been 3D scanned so MOTAT can pattern replacements if required.

DIGITAL SYSTEMS UPDATE

The Library and Registry teams are increasing their use of our Collection Management System by the addition of a ‘de-accessioning module’ that can be used to document the disposal of non-accessioned objects such as unsolicited donations. We have also progressed our new collections online platform, which will enable better search functionality for users. The system facilitates live updates, which means the Library and Registry teams will be able to update current records in real-time. This project is ongoing, with a test site now up and running. A full inventory of the historic village will be completed by the end of 2018 and we will continue with our Digitisation project, which involves evaluating the best use of our server storage for the digitisation of our archives and assessing the possibility of implementing a cloud-based solution.

STAFF AND VOLUNTEERS UPDATE

The MOTAT Team (employees and volunteers) is at the heart of the Museum. We continue to invest in Health and Safety initiatives across our organisation, including additional occupational health and wellness support. We have appointed a new Health and Safety Coordinator to focus on occupational health and wellbeing, and we have renewed and increased our Employee Assistance Programme Services.

We have invested in leadership development and professional development for our people. Our Leadership Development Phase 2 programme has commenced and is expected to be completed by December 2018. Our Emerging Leaders Phase 1 programme has been completed and evaluation has commenced. Feedback from the Emerging Leaders course has been very positive and there is potential for increased development of this programme later in the year.

We have increased our expenditure around our Volunteer Programme, with a focus on retention and development of skills and knowledge for the next generation of volunteers and employees. Our Volunteer Programme is well supported by our Volunteer Forum, and three significant projects are in progress, including Skills Database, Alumni Programme, and Young Volunteers Programme.
Approval of the Museum of Transport and Technology levy 2019/2020
2019–2020 ANNUAL PLAN

This section provides a snapshot of what we intend to achieve from 1 July 2019 to 30 June 2020.

MOTAT ATHFIELD MASTERPLAN

In parallel with the launch of the new Strategy in 2014, we engaged Athfield Architects to work with us to develop a Masterplan for our exhibition sites at Great North Road and Medora Road. The Masterplan is an ambitious strategy to renew the Museum’s buildings and infrastructure, improve the visitor experience and the care of our collection, and attract more visitors to MOTAT and the Western Springs precinct.

The Masterplan includes the development of a world-class, multi-purpose exhibition space that could be used for major travelling exhibitions, and the addition of new entranceways and cafes at both our sites, a canopy at the rear of the Aviation Display Hall, new display workshops for collection items, an education facility, external plaza areas, and a carpark.

Due to the cost of implementing the Masterplan, Auckland Council suggested that we produce a business case for the Masterplan (based on the Better Business Case framework advocated by the New Zealand Treasury) to support the funding we were seeking. We presented the resulting business case to the Council in late 2016. We were subsequently asked to reduce the amount we were seeking from the Council and to re-present the business case as an application for capital funding under the 2018 Long Term Plan (LTP) process. We were disappointed when our application under the LTP process was unsuccessful due to the Council awaiting the outcome of the Cultural Heritage Review before committing any funds.

Despite this setback, it is critical that MOTAT maintains the positive progress it has made over the last few years and continues to address its significant building and infrastructure issues. We must do this so that we can continue to deliver on our strategic objectives, in particular the requirements to increase visitor numbers, improve the care of the collection, and generate additional revenue.
In order to do this, we have identified a number of smaller projects (a selection of which form part of the Masterplan) that can be funded by a loan from our bank and repaid from an increase in our levy and increased revenue over the next 10 years. These projects have been selected on the basis of the following criteria: improving the visitor experience, improving display and care of our collection, improving the visitor and work environment, and demonstrating positive change and progression. These renewal projects will also generate a greater level of income and will support other Council facilities within the Western Springs precinct, in particular Auckland Zoo, TAPAC, and users of the Seddon Park fields.

The selected projects form what we now call “Approach 2”, which has been incorporated into our current and future Annual Plans and budgets. The projects are:

- **New Carpark at the Meola Road site (MOTAT2)**: This carpark has the potential to also serve users of Auckland Zoo, the Seddon Fields, TAPAC, and Western Springs College. Parking in the Western Springs precinct is a recognised issue and we are working with Regional Facilities Auckland, Auckland Transport, Auckland Council Sport and Recreation, and the Waitakere Local Board on an outcome that will benefit all users of the precinct. The carpark will raise additional revenue and will incorporate a cycleway and walkway between Meola Road and Old Mill Road, supporting the Waitakere Greenways Plan.

- **New entrance way and café at MOTAT2**: Combined with the new carpark, this enables our MOTAT2 site to be the main gateway to MOTAT, allowing people to park and start their MOTAT/Western Springs journey there, before catching one of our trams to MOTAT. This will relieve queuing pressures at MOTAT, and also minimise the health and safety risks of having a tram stop right outside our existing main entrance.

- **Acoustic, thermal, and weathertightness improvements to Building 6 (MOTAT2)**: This will improve the environment for our visitors and our collection objects in this exhibition building and will enable us to accommodate travelling exhibitions like Boeing’s Above and Beyond.

- **Re-roofing and internal improvements to Building 5 (MOTAT2)**: This will improve the environment for our visitors and our collection objects in this exhibition building, including The Mind Lab @ MOTAT education experience.

- **New connection to Western Springs Lakeside Park**: This will enable visitors from Western Springs Park to access our café without having to purchase an entrance ticket to MOTAT. It will also make the transition through the park between Auckland Zoo and our facilities more seamless.

Our independent consultants have costed these projects at $12.5 million. As outlined above, the funding for “Approach 2” forms part of this Annual Plan, and is based on the following:

- An additional $1,000,000 a year of levy (over and above our operational levy) from Auckland Council for the following 10 years.

- Additional revenue generation through increased visitor numbers and carpark revenue.

- Securing external sponsorship of appropriate projects.

- Reprioritising our own capital expenditure over the following two years.

- A flexible financing facility from our bank.

While the project work will be undertaken over a period of two years, we will be able to utilise the cashflow of our levy to consolidate existing debt and minimise borrowings and the associated costs throughout the period. Our bank has been very helpful and is keen to support this initiative. The works will be managed internally by our Project Management team, who will work with external project managers and consultants to ensure a high quality delivery within the required timeframes and budgets.
MUSEUM EXPERIENCE HUB

One of our core strategic objectives is to maximise the visitor experience and engagement at MOTAT.

The Museum Experience Hub, consists of the Exhibition, Education, Public Programmes and Events, Marketing and Communications, Digital Engagement, Partnerships, and Commercial (Events, Functions, Retail, and Fundraising) teams, and maximises the visitor experience by ensuring that our exhibitions and programmes are aligned with the Museum’s vision of using past, present, and future Kiwi transport and technology to educate and inspire our audiences.

The Museum Experience Hub works closely with the Collections Hub to develop programmes and events that showcase MOTAT’s collection in inspiring, interactive, and hands-on ways. The Hub also works behind the scenes to expand our digital presence so that our audiences can access information about MOTAT and our collections online.

Here is a brief overview of what the Museum Experience Hub expects to achieve this year:

Exhibitions

Slice of Life Exhibition
We will host a travelling exhibition developed by Otago University and Toi Tū Settlers Museum about the ‘The Dunedin Study’, a 40-year investigation of 1,000 children that began in 1975 and is still going strong. The exhibition will explore 40 years of key health and wellbeing discoveries against a backdrop of the social and technological changes that have occurred in New Zealand and around the world during this time.

Print and Telecommunications Exhibition
We will refresh the Print and Telecommunications exhibitions and associated experiences (and possibly the Model Railway) and move them to Building 2 at MOTAT. The initial design work will be undertaken this year with a view to installing the exhibitions the following year.

Sci-Tech Centre
This will be a new interactive learning and exhibition area that celebrates our collection and features interactive components that will bring science and technology alive and inspire innovation. This multi-year project begins this year with work on the design of the space with a view to installing it the following year. Capex expenditure will be directed towards the building or purchase of interactive elements and infrastructure.

Exhibition Space Upgrades
We will purchase new lighting systems that will enhance our exhibition spaces and improve the sustainability of our operations.

Rail Shed Viewing Gantry
We will construct a new viewing gantry within the rail sheds at MOTAT2. Along with additional interpretation, this will bring to life a part of MOTAT that has previously been inaccessible to public and enable visitors to view some of our most significant rail artefacts.

Signage Upgrades
We will continue to replace damaged or redundant wayfinding, functional, and safety signage with new signage consistent with our branding guidelines, and incorporating Te Reo Māori.
Public Programmes

Our public events deliver diverse and increasing visitation to MOTAT during the day and after hours. We will continue to develop and grow these events, while diversifying and targeting our evening offerings for the young adult audience.

The Great MOTAT Bear Hunt

This bear treasure hunt event debuted in 2018 and was a great success, attracting lots of visitors and positive feedback, so we will offer it again in 2019. The event is aimed at under-5s, an audience that is often excluded from weekend experiences due to age limits, and seeks to engage them with MOTAT transport stories in interactive and creative ways.

Slime Day

We are debuting this new event in November 2018. Similar to Bubble Weekends, but with Slime instead. It will feature live shows, slime-making areas, interactive activities, and scientific messaging around chemistry and reactions.

School Holiday Experiences

We develop and deliver four school holiday programmes every year. This year they will be aligned with elements such as the Up and Away January school holiday experience, the Above and Beyond exhibition, and Auckland Heritage Week.

Weekends of Imagination

We will offer this programme every weekend in 2019. Weekends of Imagination have a different theme each month and encourage children to think creatively and innovatively. Past themes have included cardboard, paper plane challenges, games, and flight.

WTF

Offered for the first time in 2018, WTF is specifically designed to attract a mature audience and will be offered again in 2019. The WTF event content is selected to deliberately challenge, unnerv, provoke strong reactions, and create an unforgettable evening of high impact experiences. WTF has been created to help reposition MOTAT as a destination for adult audiences, those without children, and those who like to be at the cutting edge. It fits within our newly developed RIB MOTAT After Dark suite of events that includes The Prohibition Party, MOTAT Movies, and another new event in development: Anti-Valentine’s Day (see below).

Anti-Valentine’s Day

We will introduce this new event in 2019 with a view to establishing it as an annual offering. The concept is an RIB alternative celebration of Valentine’s Day, without the schmaltz. It will be aimed at people who hate commercialised sentiment, and will include activities such as power ballad sing-along, make your own gingerbread voodoo doll, piñata bashing, swap shop, side show games, bad bridesmaid dress displays, dinner for one, cocktail making, free anti-wedding cake, music, dancing, and a shred your ex photo bar.
**Back by Popular Demand**

The following events will return in 2019:

- **Pasifika Vibes @ MOTAT:** We will again collaborate with the Auckland War Memorial Museum, Maritime Museum, and Auckland Art Gallery to present this popular event in conjunction with the annual Pasifika Festival held in the Western Springs park.

- **Bubble Weekends:** We will add new components to support strong audience growth for this event.

- **Live Days:** We will extend the themes of Live Days to highlight more areas of the Museum’s collection, including telecommunications and print.

- **Christmas Lights:** This event continues to grow each year, so in 2019 we will add more lights, more installations, and more interactive experiences.

- **Night Lights:** In 2018 this event grew by 450% and will again be offered in 2019.

- **Movie Nights:** In 2018, this cult classic movie series sold out. In 2019, we will add a fourth movie screening to keep up with visitor demand.

- **Prohibition Party:** This event continues to attract strong visitation from the mature audience sector.

- **Dig It:** The introduction of this event resulted in strong visitation and positive feedback, so we will offer it again in 2019 and help it to grow and develop.

- **A Peachy Keen Mother’s Day and Wild Wheels:** Updated versions of both of these popular family events will be offered in 2019.

**Outreach Programmes**

We will expand our outreach activities to reach further into communities across greater Auckland. This will include stronger engagement with communities in south and west Auckland through partnerships with Museums of Auckland members, ATEED, and other community partners. We are working with the Auckland Botanical Gardens on a space themed experience that will also tie in with the Above and Beyond exhibition and the Up and Away January school holiday experience. We will also continue to take operating collection items outside the Museum walls as opportunities present themselves, e.g., fire appliances to the Sirens and Sounds Festival in Avondale, or military vehicles to NZ Warbirds Open Days at Ardmore.

**Site Lighting**

Due to the increasing number of evening events at MOTAT, we will investigate the feasibility of installing new and sustainable lighting solutions to improve visitor and staff safety, centralise lighting control, reduce pack-out times, and reduce overall costs, including lighting hire costs.

**Education Programmes**

Our Education Team develops and delivers learning programmes that support the National Curriculum and encourage schools to use MOTAT’s facilities, programmes, and education personnel. These programmes are delivered to over 25,000 students each year, and are supported by grants from the Ministry of Education. We develop new and diverse learning programmes in conjunction with universities and other tertiary institutions. We have also developed a number of after school clubs, outreach programmes, and activities that enable schools and the public to actively engage with and learn about Kiwi technology and innovation. Examples of these programmes include:

**After School Clubs**

- **Learn to Code @ MOTAT:**
  Teaches participants coding and programming in Scratch/Python and HTML using Code Club Aoteaara curriculum resources, Raspberry Pi, and Arduino. Staffed by volunteers from the programming community and MOTAT Educators.

- **Robotics @ MOTAT:**
  Teaches participants robotics and robotic control using VEX IQ Robotics. Staffed by volunteers from the programming and robotics community and MOTAT Educators.
Jewellery Smithing Workshops
A collaboration between Peter Minturn Goldsmith School (PMGS) and MOTAT offers jewellery smithing experiences to the public. Utilising the MOTAT forge, participants create three projects in steel and silver. Staffed by PMGS, the MOTAT Blacksmith, and MOTAT Educators.

Outreach Activities
We will continue to develop our outreach efforts by refreshing our STEAM Cells and increasing the opportunities for low decile schools and schools in remote parts of Auckland to experience MOTAT. Each STEAM cell is a special outreach trailer containing equipment, teaching resources, and collection items, and is hosted by a MOTAT Educator. STEAM Cells encourage critical thinking, communication, and creativity and can be tailored to suit the needs of individual schools.

The Mind Lab @ MOTAT
We will move The Mind Lab out of Building 5 so that we can upgrade the building as part of the “Approach 2” projects. While this work is underway, The Mind Lab will be relocated to Building 1. Once the upgrade is complete, The Mind Lab will be returned to Building 5, and then Building 1 will be reconfigured into a flexible, shared space for Education and Public Programmes that can be used for teaching on weekdays and for programmes and events during weekends and holidays.

Micro-Credentialing Project
This is an exciting new initiative where we will provide alternative educational pathway opportunities for youth through mid-term study and engagement with MOTAT resources to gain credentialled qualifications through a tertiary education provider. This is part of our goal to provide lifelong learning for the whole community. We are confident that we will be able to secure sponsorship for this initiative.

Digital Engagement
New Digital Experiences
Building on our existing digital experiences, the Digital Engagement team will develop new experiences that will facilitate more meaningful community engagement with our collections and activities. The application of Artificial Intelligence and big data in the Museum’s context will also be a focus.

Commercial
Aviation Display Hall Venue
Our iconic Aviation Display Hall is an outstanding venue for corporate events, and we will continue to offer this space for ‘high end’ functions. In conjunction with our new café operators, we will also promote the use of Cropper House for weddings and functions, making use of the recently installed enclosed outdoor seating facility, and re-landscaped Cropper Lawn.

Great North Road Entry and Shop Redevelopment
We will move our ticket sales and public entry from the current location inside the MOTAT shop on Great North Road to Gate A, where we will provide a ticket kiosk with a canopy for weather protection. This will separate visitors exiting the site from those entering the shop and will enable us to redevelop the shop to maximise internal space, including new cabinets and fixtures.
COLLECTIONS HUB

The Collections Hub is responsible for our core strategic objectives in relation to the care, development, and use of our collection. The Hub consists of Registry, Library and Archives, Collections Workshops, Conservation and Curatorial Research teams, and we work closely with the Exhibition and Events teams in the Museum Experience Hub. Undertaking the conservation and preservation of objects supports our vision to be Auckland’s “must experience” venue.

To support the MOTAT Collection Development Policy, we conduct reviews of our collection to ensure that our objects are consistent with MOTAT’s overall vision. We use the results of these reviews to make decisions around whether to retain objects in the collection, store them, transfer them to the Museum Experience Hub, or de-accession them. We also take opportunities to acquire new collection items that are aligned with our vision, strategic objectives, and statutory requirements.

We will continue to monitor, update, and develop our policies and procedures around the storage, handling, operation, and display of MOTAT’s objects, based on the International Council of Museums’ Code of Ethics.

Here is a brief preview of what the Collections Hub expects to achieve this year:

Collections Projects

Our staff, supported by our volunteers, will progress a number of restoration projects this year, including:

- **Flying Boats**: We will continue the internal restoration work on the Solent and the Sunderland flying boats in accordance with their Restoration Plans.
- **NZR Carriage A1819**: We will continue the restoration work on this historical railway carriage, including repairs to panelling, heating pipes, ceiling panels, flooring, and seating.
- **Tram Trailer No. 21**: We will complete the restoration of this heritage tram trailer during the year.
- **Tram Infrastructure**: We will continue to maintain the tram infrastructure and undertake a full assessment and upgrade of the track.
- **Hazardous Removal and/or Containment**: We will implement our hazardous material removal/containment programme in relation to various collection items, including trams, tram infrastructure items, aviation dials, and domestic technology.

Curatorial and Research

**Significance Statements**

A ‘significance statement’ details the meaning and values of an item or a collection, and defines what makes it important. Significance includes the historic, aesthetic, scientific, and social value that an item or a collection has for past, present, and future generations. We will continue to progress our ongoing programme of research to develop more significance statements for our collection objects.

**Makers and Manufacturers Research**

We will undertake research in relation to the manufacturers of collection objects, where that information is not already known, and we will also explore the connections between these objects and Kiwi innovation and ingenuity.

**Exhibition Histories**

We will continue to research and record the development of MOTAT’s exhibitions from the Museum’s opening in 1964.
Conservation

Dedicated Cleaning Team

Due to the open display of a significant number of our objects over our two main sites, we need to establish a dedicated object cleaning team to work in conjunction with the Conservation Team to ensure that our objects are clean and displayed at their best at all times. This team may also include a number of volunteers who have a particular interest in the care of the collection items. The Conservation Team will also continue to roll out our environmental and pest management systems across the MOTAT sites.

Library

Collections Online

To keep our online platform up to date and relevant, we will link objects that are on display with the exhibition information on MOTAT’s website and ensure all new records are publicly available at the time of cataloguing. We will continue to enhance our existing records and carry out regular data clean-ups. Articles written by our staff will be published via the ‘topic page’ function of the platform.

Digitisation

We will continue with our digitisation project with a view to capturing our core collection’s images and objects in digital form. We will enhance and update our processes for the reuse of images, and we will investigate open source and copyrighting of our collection for private and commercial public purposes.

Registry

Return of “Big Ticket” Objects

In the late 60s and early 70s, MOTAT was loaned several “big ticket” objects, including a Corporal E Rocket (a 1950s US Army surface-to-surface guided missile), and the periscope from the USS Cabrilla, a US Navy World War II-era submarine. The terms of these two loans have come to an end and MOTAT will return them in 2019. The Corporal Rocket has been on loan to MOTAT from the Smithsonian Institution, National Air and Space Museum (Department of Space History) in Washington DC and as it cannot fit into a standard shipping container, will require a custom-made crate to be constructed for shipment on deck. The USS Cabrilla periscope was loaned to MOTAT by Naval History and Heritage Command, also based in Washington DC.
BUSINESS SERVICES HUB

The Business Services Hub supports a number of strategic objectives, including empowering the Museum’s employees and volunteers (the “MOTAT Team”), improving our business and community sustainability, and ensuring that MOTAT prudently and proactively manages its finances and resources. The Business Services Hub includes the People and Culture (i.e. Human Resources), Finance, ICT, Health and Safety/Compliance, Project Management, and Environment and Infrastructure teams.

Building long-term relationships with our external stakeholders is also an important part of what we do. Our stakeholders include a wide range of institutions and interests including iwi, Auckland Council, Regional Facilities Auckland, other institutions within the Western Springs precinct (including the Zoo, Unitec, TARAC, and schools), the local Western Springs/Point Chevalier community, and Auckland’s major learning institutions, such as Auckland University of Technology, the University of Auckland, and Massey University Auckland.

Here is a brief preview of what the Business Services Hub expects to achieve this year:

People, Culture, Health and Safety

The People and Culture team continually reviews our management structures to ensure we have the right people and systems in place. We also make sure that we provide learning and development programmes for the MOTAT Team, including apprenticeships, internships, and other training programmes to ensure that the requisite skills are preserved and passed on to the next generation.

Diversity and Inclusion Programme

We will develop a new Diversity and Inclusion Programme to help us recruit and support employees from a range of backgrounds, ages, genders, cultural identities, disabilities (both physical and intellectual), religions, and sexual orientations. We will also look at providing more flexibility for our employees by reviewing our leave policies and investigating family-friendly initiatives and flexible work practices.

Leadership Development Programme

We will continue our Leadership Development programme to help ensure that our managers and leaders have the requisite skills to undertake their roles and to support the Museum’s objectives.

Administration and Project Management

“Approach 2”

Our Project Management team will be heavily involved in the smooth running of the “Approach 2” projects.

Enterprise Resource Planning (ERP) System

Our Administration team is continually refining and improving our internal systems. Implementation of our new Enterprise Resource Planning (ERP) system has been delayed due to a delay in the installation of our Customer Relationship Management (CRM) system. We now expect the ERP to be implemented in the 2019-2020 financial year.
ICT

Being a museum of technology, it is important that MOTAT keeps up with advancing technologies to ensure visitor experience is maximised, that our people are working smarter, and that our collections and our sensitive data are protected. In view of this, we will invest in the following technologies during this year:

SharePoint Implementation

SharePoint is a collaborative tool that can open opportunities for MOTAT to develop easier ways to find and share data across the organisation. We will investigate moving our shared data to a SharePoint platform to make it more usable, searchable, and relevant.

eForms Development

We will develop new, more efficient eForms, which simplify inefficient manual processes by turning them into online workflows that improve productivity and that will be recorded as part of our standard back-up regime to protect it against loss.

Hardware Upgrades

We will continue with our computer replacement programme, which ensures that our computers are replaced every five years or when they come to the end of their design life. This year we will replace approximately 20% of the machines. Switches are network equipment that computers and other devices use to connect and communicate with each other, and are also used to connect MOTAT to the Internet. All our switches are reaching their maximum life expectancy and will also be replaced.

IT Security

The security of MOTAT’s data environment is essential for the protection of sensitive data and the prevention of illegal ‘hacking’ of MOTAT’s equipment. We will implement a range of new IT security strategies to ensure the security of our systems and people, including staff training and improving technical protective defences.

Smart Technologies

We will introduce Smart Technologies into the MOTAT environment, where appropriate. For example, we may introduce ‘Internet of Things’ technologies that could potentially be developed in New Zealand and include sensors that monitor MOTAT’s environment. Additionally, we may automate and refine certain processes using Artificial Intelligence.

Environment and Infrastructure

Our Environment and Infrastructure team is responsible for the maintenance, upgrading, replacement, development, and operation of MOTAT’s sites and buildings in a way that is consistent with the Museum’s vision and minimises our impact on the environment. The age of our facilities means this is at times a significant challenge. Along with repair and replacement of damaged asphalt across MOTAT, we will focus on the following during this year:

Underground Water Services Upgrade

The underground water services at MOTAT need to be upgraded as they are prone to failure, which in turn can cause flooding of the site.

Property Security

We now have three sites which require greater CCTV coverage, so we will install more cameras to ensure a greater level of security. We will also continue with our security fencing upgrade programme.
OUR FUTURE

MOTAT has refreshed and extended its strategy to 2029 because it is clear that our focus on past, present, and future Kiwi technology is having a transformative impact on our audiences and fostering the pathway of knowledge for the next generation of innovators.

Hapaitia te ara tīka pūmāu ai te rangatiratanga mo ngā uri whakatipu

(Foster the pathway of knowledge to strength, independence, and growth for future generations)

A critical part of our mandate is to showcase technology and the associated stories in novel and innovative ways, so we will continue to investigate and implement opportunities that will enhance our reputation in this area and attract more visitors, sponsors, partners, and other support to the Museum.

While our application for funding in the 2017-2018 financial year under the Auckland Council’s Long Term Plan was unsuccessful, we are determined to progress the implementation of the MOTAT Athfield Masterplan as and when resources allow. The Masterplan represents a step-change not only for MOTAT, but also for the arts, culture, and heritage sector in Auckland and indeed New Zealand. It has the potential to revolutionise MOTAT and the Western Springs precinct with incredible amenities like a new climate-controlled hall that can host not only the Museum’s exhibitions but also significant international travelling exhibitions.

Other features of the Masterplan include a new auditorium in keeping with a world-leading technology museum, new entrance buildings (including cafes) at both MOTAT sites that can be used by the local community, new display sheds that will give visitors better access to our collections, and dedicated car parking.
MUSEUM EXPERIENCE HUB

In terms of the visitor experience, the Masterplan will significantly improve public access to our education and public programmes, and will enable the Museum to upgrade the means by which we display and care for our collection objects. It has the potential to make the experiences we offer to the public more inspiring, immersive, and memorable, and it will provide more intuitive site layout and navigation for MOTAT, plus enhanced public spaces that will be accessible for all Aucklanders.

In the meantime, we will transform the visitor experience in our Aviation Display Hall with a new initiative that will integrate into our displays relevant collection items that support the stories of our aircraft. Our new science and technology experience for 8-14 year olds will be a focus of development.

We will progress our consultative approach to developing a touring exhibition exploring Maori technology and innovation. We will implement a more strategic approach to our outreach programmes, targeting areas of greater Auckland that currently face significant barriers to visiting MOTAT. Our digital engagement initiatives will create engaging storytelling around our collections, as well as helping MOTAT staff to become more digitally savvy.

COLLECTIONS HUB

Our new Conservation Laboratory will enable us to further upgrade our care of the objects in the Museum's collection and offer conservation services to other New Zealand museums and institutions.

Now that our new onsite collection storage facility is up and running, we will be able to improve our care of collection items held in storage and establish a management system that will provide better access to collection items for researchers and visitors without compromising security.

We are in the process of developing our new Collection Development Policy, which will be used to implement a carefully targeted acquisition programme designed to fill the gaps in our collection that have been identified through our extensive Collection Inventory project.

We will re-prioritise our maintenance activities to ensure the continued safe operating of the trams, tramway infrastructure, and other operational aspects of our collection. We will establish a Restoration Committee to assess restoration proposals and plans, and to ensure that we implement time managed, high quality, targeted restorations. The committee will also develop a programme to remove all asbestos from the collection.

We will undertake complete condition assessments of all the objects in our collection and then develop and implement preventive and interventional conservation activities for each object, as required.

Our Collection Review programme will be completed, allowing us to commence our Collection Rationalisation programme. We will establish an improved cleaning programme to ensure all objects on display and in storage are properly cleaned. This new programme will be carried out by a team comprised of staff and volunteers.

Following a detailed data verification process to ensure that information about our collection objects meets or exceeds best practice industry quality standards, we will implement an online collection management project that will eventually enable as much as possible of the MOTAT collection to be publicly available from a single online source.

We will develop and implement an Information and Records Management Policy to ensure the accurate recording of MOTAT’s institutional memory. We have already established a programme of regular publications of research which will be strengthened by the implementation of a collection research framework.
BUSINESS SERVICES HUB

We will ensure that the roles within the Business Services team continue to evolve as the Museum matures, and as our facilities are progressively upgraded. Many of our facilities must be refurbished or replaced to ensure maximum protection for our precious collection items and provide greater accessibility to collection items for our visitors. We will continue to maintain our usual high standards of presentation at both our main sites while we reinvigorate the existing infrastructure to complement our ongoing redevelopment activities.

Our improved facilities will require high speed and highly connective industry standard technology and communications platforms, including cloud-based data capture and financial reporting systems. Working with the Digital Manager, our systems will support MOTAT as a hub of innovation whilst seamlessly managing digital experiences in our exhibitions and visitor experiences. Robust operating procedures and high quality principles and procedures developed by our internal Project Management Team will de-risk projects and drive out cost.

The MOTAT Team is the glue that holds the Museum together, and their dedication is the oil that ensures the Museum runs smoothly. We will continue to invest in training for staff and volunteers and we will seek to facilitate their seamless integration and collaboration. This will ensure that the visitor experience is maximised, and that staff and volunteers are not only highly engaged, but also performing at high levels. We will provide targeted learning experiences for the public and tertiary students in a range of disciplines, including heritage technologies, that will enhance the Museum’s reputation as a learning and innovation environment.
<table>
<thead>
<tr>
<th>CORE OBJECTIVES /NGĀ TINO WHĀINGA</th>
<th>ANNUAL PLAN 2019–2020 WHAT WE WILL DO</th>
<th>ANNUAL PLAN 2019–2020 HOW WE WILL MEASURE OUR PERFORMANCE</th>
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<tbody>
<tr>
<td><strong>1. Align MOTAT’s exhibitions, events, education and outreach programmes with the Museum’s Vision</strong>&lt;br&gt;Deliver exhibitions, events and outreach programmes that are aligned to our Vision and respond to the needs of our target audience&lt;br&gt;Provide onsite and offsite education programmes that promote innovation and meet the needs of our target audience</td>
<td></td>
<td>• New exhibitions, installations and ‘pop-ups’ opened to the public.&lt;br&gt;• Numbers of Public Programmes&lt;br&gt;• Number of participants in LEOTC, Early Childhood Education and education programmes developed in conjunction with educational stakeholders.&lt;br&gt;• Number of participants in outreach education programmes</td>
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<tr>
<td><strong>2. Be audience and community focussed</strong>&lt;br&gt;Undertake annual visitor and community research and use the results to:&lt;br&gt;(a) Develop and expand our offering&lt;br&gt;(b) Identify new target audiences; and&lt;br&gt;(c) Implement systems for monitoring our success</td>
<td></td>
<td>• Visitor research programme including six-monthly reporting&lt;br&gt;• Number of new or refreshed programmes that are targeted towards new audiences</td>
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<td><strong>3. Implement a marketing strategy that promotes the Museum’s Vision and what it does in a vibrant and challenging way</strong>&lt;br&gt;Ensure that our Marketing Strategy promotes our Vision and activities in a way that attracts our target audience&lt;br&gt;Monitor the effectiveness of our Marketing Strategy by measuring visitor numbers and satisfaction&lt;br&gt;Review and update MOTAT’s brand so that it reflects and promotes our Vision&lt;br&gt;Review and develop our website and social media platforms to ensure that they are effective and engage with our target audience</td>
<td></td>
<td>• Measure visitor satisfaction ratings&lt;br&gt;• Keep track of overall visitor numbers&lt;br&gt;• Measure online traffic to our website and engagement with our social media platforms</td>
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<td><strong>4. Operate the collection</strong>&lt;br&gt;Develop and implement a Collections Operation Framework to identify current and future collection objects that can be operated at MOTAT and at our outreach events.</td>
<td></td>
<td>• Develop and implement the Collections Operation Framework</td>
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<td><strong>5. Increase digital access to MOTAT’s collection and experiences</strong>&lt;br&gt;Develop digital platforms that improve the Museum’s target audience’s access to MOTAT’s collection&lt;br&gt;Create new digital content that is aligned to the Museum’s Vision and is focused the target audience; MOTAT Team, stakeholders and partners&lt;br&gt;Develop digital platforms that improve the Museum’s target audience’s access to MOTAT’s collection</td>
<td></td>
<td>• Number of education programmes with digital engagement component(s)&lt;br&gt;• Number of digital programmes delivered&lt;br&gt;• Number of engagements with digital programmes</td>
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<tr>
<td><strong>ANNUAL PLAN 2019–2020</strong></td>
<td><strong>ALIGNMENT WITH AUCKLAND PLAN</strong></td>
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<td>OUR TARGET</td>
<td>ARTS AND CULTURE</td>
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<td>• 6 new or refreshed exhibitions as per the Exhibition Schedule.</td>
<td>• Foster an inclusive Auckland where everyone belongs [Belonging and participation]</td>
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<td>• Hold Public Programmes as per the schedule</td>
<td>• Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and participation]</td>
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<td>• Meet participation targets as specified in MoE LEOTC contract at conclusion of annual contractual period.</td>
<td>• Provide accessible services and social infrastructure that are responsive in meeting peoples' evolving needs [Belonging and participation]</td>
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<td>• 2,000 children participate in Early Childhood programmes per annum</td>
<td>• Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders’ quality of life [Belonging and participation]</td>
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<td>• 4,000 students interact with STEAM Cells</td>
<td>• Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living [Homes and places]</td>
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<td>• Twelve months of visitor surveys (n=600) is completed and two research reports provided</td>
<td>• Increase educational achievement, lifelong learning and training with a focus on those most in need [Opportunity and prosperity]</td>
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<td>• Two new or refreshed programmes are delivered in response to research results</td>
<td><strong>Arts and Culture Strategy</strong></td>
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<tr>
<td></td>
<td>• All Aucklanders can access and participate in arts and culture</td>
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<td></td>
<td>• Auckland values and invests in arts and culture</td>
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<td></td>
<td>• A network of vibrant arts and culture organisations meets Auckland’s diverse needs</td>
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<td></td>
<td>• Arts and Culture are intrinsic in Auckland’s place making</td>
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<td></td>
<td>• Auckland celebrates a unique cultural identity</td>
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<td></td>
<td>• Auckland has a robust and flourishing creative economy</td>
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<td>• Collections Operation Framework completed</td>
<td><strong>Auckland Plan 2050</strong></td>
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<td>• Operate a minimum of 15 collection objects as per the Framework</td>
<td>• Harness emerging technologies and ensure equitable access to high quality digital data and service [Opportunity and prosperity]</td>
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<tr>
<td>• Three education programmes with digital engagement component(s) by June 2020</td>
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</table>
### CORE OBJECTIVE 2
**EMPOWER THE MOTAT TEAM**

<table>
<thead>
<tr>
<th>CORE OBJECTIVES / NGĀ TINO WHĀINGA</th>
<th>ANNUAL PLAN 2019–2020 WHAT WE WILL DO</th>
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</tr>
</thead>
</table>
| 1. **Ensure that MOTAT is a safe place to visit and work** | • Maintain, develop, implement and monitor policies and procedures designed to maintain a Zero Harm environment at MOTAT | • Site orientations for all MOTAT Team Members.  
• Monitor accidents and incidents and report on these monthly to the MOTAT Team and Board.  
• Measure Lost Time Injury Frequency Rate (‘LTIFR’).  
• Complete regular Health and Safety meetings and briefings. |
| 2. **Manage performance and engagement of the MOTAT Team** | • Provide effective structures and systems to support, develop and retain the MOTAT Team  
• Monitor the performance of the MOTAT Team  
• Monitor the MOTAT Team’s engagement  
• Develop MOTAT’s volunteer base so that it supports the needs of the Museum | • Complete annual performance reviews  
• Complete annual engagement surveys for both MOTAT Employees and MOTAT Volunteers  
• Create applications for volunteer roles that are aligned with the Museum requirements |
| 3. **Improve knowledge and skills** | • Implement training and other programmes that help the MOTAT Team to develop their skills and knowledge for the Museum and their benefit  
• Ensure institutional knowledge is captured and retained for the benefit of the Museum | • Deliver training to the MOTAT Team  
• Number of Standard Operating Procedures for operational items completed  
• Knowledge from Volunteers documented |
### ANNUAL PLAN 2019–2020

**OUR TARGET**

- 100% of new MOTAT Team Members receive Health and Safety orientation
- 100% of reportable accidents and incidents reported to the MOTAT Team and Board
- LTIFR rate less than or equal to June 2019
- At least 11 Health and Safety Committee meetings
- At least 10 Health and Safety briefings to the MOTAT Team

### ALIGNMENT WITH AUCKLAND PLAN

**ARTS AND CULTURE**

#### Auckland Plan 2050

- Increase educational achievement, lifelong learning and training with a focus on those most in need (Opportunity and prosperity)

#### Arts and Culture Strategy

- All Aucklanders can access and participate in arts and culture
- A network of vibrant arts and culture organisations meets Auckland’s diverse needs
- Auckland celebrates a unique cultural identity

- 100% of all applicable* permanent and part-time MOTAT Employees complete Performance Review
  *Only applicable to active employees who have been with MOTAT for at least three months at the time of the review
- Engagement survey scores greater than or equal to June 2019

- Engage volunteers into 80% of the advertised Volunteer roles

- At least 80% of MOTAT Employees attend and externally facilitated training course or other programme
- 10 Standard Operating Procedures for operational items completed
- Knowledge gaps from Volunteers Skills Database used to record five essential knowledge base gaps
## CORE OBJECTIVE 3

**IMPROVE QUALITY OF THE COLLECTION, ITS CARE AND ACCESSIBILITY**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Collection Procedure</strong></td>
<td>Ensure that our collection is managed in accordance with MOTAT’s Collection Policy and related procedures</td>
<td>All collection movements managed according to MOTAT Collection Policy</td>
</tr>
<tr>
<td></td>
<td>Maintain professional standards of practice and protocols as set by Museums Aotearoa, ICOM and other relevant institutions</td>
<td></td>
</tr>
<tr>
<td>2. <strong>Collection development and accessibility</strong></td>
<td>Improve the quality of our collection in line with MOTAT’s strategic and statutory objectives and the Museum’s Collection Policy and Collection Development Framework</td>
<td>Milestones outlined in the Collection Review Programme</td>
</tr>
<tr>
<td></td>
<td>Enhance online access to our collections and information about our collections</td>
<td>Traffic to the Vernon Browser platform</td>
</tr>
<tr>
<td></td>
<td>Facilitate visitor access to our curated storage, workshop and laboratory areas</td>
<td>Ensure storage, workshop and laboratory areas are accessible for visitors and researchers, as requested</td>
</tr>
<tr>
<td>3. <strong>Collection Care</strong></td>
<td>Develop and implement a Collection Care Programme that improves the storage, preservation and display of our collection</td>
<td>Benchmarking against Collections Trust Standards, the MOTAT collection care practices to meet basic requirements of collection care</td>
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<td></td>
<td></td>
<td>Carry out first conservation condition surveys on collections</td>
</tr>
</tbody>
</table>

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Attachment A

Item 11

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42 MUSEUM OF TRANSPORT AND TECHNOLOGY DRAFT ANNUAL PLAN 2019–2020
### ANNUAL PLAN 2019-2020
#### OUR TARGET

- Undertake quarterly Acquisitions and Disposal Committee meetings
- Report on all out-going loan requests, proposed donations, acquisitions and deaccessions

### ALIGNMENT WITH AUCKLAND PLAN
#### ARTS AND CULTURE

#### Auckland Plan 2050
- Protect Auckland’s significant environments and cultural heritage from further loss [Environment and cultural heritage]

#### Arts and Culture Strategy
- All Aucklanders can access and participate in arts and culture
- Auckland values and invests in arts and culture
- Arts and Culture are intrinsic in Auckland’s place making
- Auckland celebrates a unique cultural identity

#### Auckland Plan 2050
- Protect Auckland’s significant environments and cultural heritage from further loss [Environment and cultural heritage]

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#### Auckland Plan 2050
- Protect Auckland’s significant environments and cultural heritage from further loss [Environment and cultural heritage]
## Core Objective 4
### Improve MOTAT’s Business and Sustainability

<table>
<thead>
<tr>
<th>Core Objectives / Ngā Tino Whāinga</th>
<th>Annual Plan 2019–2020 What We Will Do</th>
<th>Annual Plan 2019–2020 How We Will Measure Our Performance</th>
</tr>
</thead>
</table>
| 1. Maximise commercial opportunities and fundraising activities | • Identify and develop new and existing commercial and other partnership opportunities that reduce our reliance on the levy  
• Use and promote the MOTAT Athfield Masterplan to generate funds and other support for the associated capital renewal projects | • Grow retail sales and Gross Profit  
• Grow Corporate Events  
• Partnership revenue targets achieved to support “Approach 2” projects |
| 2. Buildings and Infrastructure | • Maintain our buildings and infrastructure as outlined in MOTAT’s Asset Management Plan  
• Implement the MOTAT Athfield Masterplan as funds and other support allows | • Complete work detailed for 2019–2020 under the 2014 Asset Management Plan that are cost beneficial  
• Review Asset Management Plan  
• Progress “Approach 2” projects as funding allows |
| 3. Environment | • Continue to refine the Museum’s sustainability programmes so that MOTAT is carbon neutral  
• Continue to improve our systems for securing and monitoring MOTAT’s site and collection  
• Promote and use technology that reduces our impact on the environment and inspires the target audience to do the same | • Continue CEMARS rating audit  
• Increase Security fencing and camera coverage of site  
• Upgrade Access System |
## ANNUAL PLAN 2019-2020
### OUR TARGET
- Sales and Gross Profit targets as per budget
- Increase number of Corporate Events held at MOTAT by 10%
- Per Plan, $300,000

## ALIGNMENT WITH AUCKLAND PLAN
### ARTS AND CULTURE
### Auckland Plan 2050
- Ensure Auckland’s infrastructure is future proofed (Environment and cultural heritage)
- Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life (Belonging and participation)

### Auckland Plan 2050
- Maintain or improve on CEMARS 2017-2018 emissions measurement
- Extend M2 security fencing
- Add additional cameras to security network
- New Access system installed

### Auckland Plan 2050
- Ensure Auckland’s environment and ecosystems are valued and cared for (Environment and cultural heritage)
- Encourage all Aucklanders to be the stewards of the environment and to make sustainable choices (Environment and cultural heritage)
- Protect Auckland’s significant environments and cultural heritage from further loss (Environment and cultural heritage)
**CORE OBJECTIVE 5**

### ENGAGE WITH LIKEMINDED INSTITUTIONS

<table>
<thead>
<tr>
<th>CORE OBJECTIVES / NGĀ TINO WHĀINGA</th>
<th>ANNUAL PLAN 2019–2020 WHAT WE WILL DO</th>
<th>ANNUAL PLAN 2019–2020 HOW WE WILL MEASURE OUR PERFORMANCE</th>
</tr>
</thead>
</table>
| **1. Tangata whenua technology and tikanga** | Implement the Bicultural Strategy  
Promote tangata whenua technology and innovation, te reo and tikanga | Tangata whenua content (language, customs, objects etc.) included in exhibitions and displays,  
Progress bi-cultural strategy |
| **2. Forge strategic partnerships that are aligned to the Vision and generate mutually beneficial outcomes** | Engage with likeminded organisations that have similar objectives to MOTAT  
Work collaboratively with likeminded institutions to develop public exhibitions, education and outreach programmes that benefit the community | Collaborations with likeminded organisations undertaken in either exhibition, education or outreach programming |
| **3. Western Springs** | Use our facilities to support the local community and events in the Western Springs Precinct | By provision of facilities and support in response to Western Springs precinct activities |
## ANNUAL PLAN 2019-2020
### OUR TARGET
- Tangata whenua technology, custom and/or language incorporated into at least three new exhibitions.
- New Māori name for MOTAT officially launched and included in branding

## ALIGNMENT WITH AUCKLAND PLAN
### ARTS AND CULTURE

### Auckland Plan 2050
- Promote Māori success, innovation and enterprise [Māori identity and wellbeing]
- Recognise and provide for Te Tiriti o Waitangi outcomes [Māori identity and wellbeing]
- Showcase Auckland’s Māori identity and vibrant Māori culture [Māori identity and wellbeing]
- Strengthen rangatahi leadership, education and employment outcomes [Māori identity and wellbeing]
- Celebrate Māori culture and support te reo Māori to flourish [Māori identity and wellbeing]

### Auckland Plan 2050
- At least one collaboration with likeminded organisations undertaken
- At least one outreach programme extended into a newly identified community

### Auckland Plan 2050
- At least one collaborative opportunity executed
- One MOTAT project commenced/undertaken that benefits the Western Springs precinct users

### Auckland Plan 2050
- Foster an inclusive Auckland where everyone belongs [Belonging and participation]
- Create safe opportunities for people to meet, connect, participate in and enjoy community and civic life [Belonging and participation]
- Provide accessible services and social infrastructure that are responsive in meeting peoples’ evolving needs [Belonging and participation]
- Promote participation in arts, culture, sports and recreation as a major contributor to Aucklanders’ quality of life [Belonging and participation]
- Provide sufficient public places and spaces that are inclusive, accessible and contribute to urban living [Homes and places]
FUNDING SOURCES

AUCKLAND COUNCIL FUNDING

The 2019-2020 levy request for operational matters is $14,811,739 plus an additional $1,000,000 for the funding of the “Approach 2” capital items as described on pages 18-19.

MOTAT REVENUE

MOTAT’s commercial revenue (i.e. revenue generated by non-levy sources), is expected to increase by $206,669 or 5.6% in 2019-2020. (Note that our original 2018-2019 Annual Plan did not include income or expenditure from The Mind Lab @ MOTAT experience, but this has now been added for completeness). This is driven mainly from an anticipated increase in visitor numbers of 6% with associated revenue increase, plus an increased revenue stream from our partnership with The Mind Lab @ MOTAT. The improvement in MOTAT’s reputation, the strengthening of its brand over the last few years, and our ability to forge strong partnerships with significant organisations (e.g. Auckland Transport, Automobile Association and Perpetual Guardian), gives us confidence that we will be able to attract additional sponsorships and partners. Some of these relationships will be targeted at specific events or projects (e.g. Christmas Lights and our micro-credential project), but the alignment of our vision and brand to potential likeminded institutions/partners is something that we will be focusing on in relation to the implementation of the “Approach 2” projects.

Our total operating revenue of $18,892,769 will therefore be allocated to operational expenditure of $17,388,691 and capital development of $1,294,000.

Our operational expenditure includes the restoration of several significant collection objects, refreshing a number of exhibitions and exhibitions areas, an update of our website, and continuation of our security fencing project at MOTAT2.

Note that expenditure on our “Approach 2” projects, and the associated additional levy or borrowing are not included in the above figures.
FINANCIAL OVERVIEW

2015-2020
NON-LEVY REVENUE
($000’s)

Actual Actual Actual Actual Annual Plan Draft Annual Plan Draft Annual Plan Draft Annual Plan
$2,476 $2,494 $2,694 $2,932 $3,664 $3,871 $4,516 $4,715

2019-2020
DRAFT ANNUAL PLAN
OPERATIONAL REVENUE
($000’s)

Local Authority Levy $14,812 (79%)
Admissions $2,352 (13%)
Commercial Revenue $805 (4%)
Grants & Donations $215 (1%)
Partnerships $300 (2%)
Interest $199 (1%)

2019-2020
DRAFT ANNUAL PLAN
OPERATIONAL EXPENDITURE
($000’s)

Museum Experience $3,429 (18%)
Business Services $6,631 (20%)
Information & Communications Technology $860 (5%)
Selling $8,472 (45%)
Salary $1,414 (6%)
Collections Management $1,150 (6%)
Capital Developments $300 (2%)
Interest $199 (1%)
Local Authority Levy $36,228 (20%)
Admissions $3,004 (1%)
Commercial Revenue $1,050 (18%)
Grants & Donations $350 (1%)
Partnerships $250 (1%)

OPERATIONAL SURPLUS AND INVESTING IN THE FUTURE

As outlined in our Strategy for 2019 to 2029, our primary focus has been and will remain on our visitors and collection care. Developing new exhibitions and experiences and refreshing our ‘core’ exhibitions, along with reviewing our collection and the way it is displayed and cared for, are key to the achievement of our core objectives.

We will therefore continue to invest our operational surplus (i.e. the balance that is remaining after the payment of our operational overheads) in the development of the following areas:

- Creating a “must experience” venue in a rapidly changing technological world. This requires the continued development of our Information Technology platforms to support exhibitions, education programmes and the associated visitor engagement.
- Reviewing and upgrading of our tram track infrastructure so that we can continue to provide a reliable and safe service to our visitors and the Western Springs Precinct.
- Establishment of a Science, Innovation and Technology zone that is specifically aimed at inspiring 6 - 12 year olds.
- Upgrading our exhibition lighting.
- Upgrading our underground water services at MOTAT2 to minimise flooding and other issues.
- Installation of a new financial reporting package that fully integrates with our Customer Relationship management system and provides the information that our stakeholders find useful.
## Indicative Budget

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<tr>
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<tbody>
<tr>
<td><strong>Museum Net Costs of Activities</strong></td>
<td></td>
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<tr>
<td>Total Cost of Activities</td>
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<td><strong>Net Cost of Activities</strong></td>
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<td>Plus Capital Development costs</td>
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<td>6,465,675</td>
<td>6,850,000</td>
<td>2,823,382</td>
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<td><strong>Total Levy</strong></td>
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<td>13,973,339</td>
<td>15,811,739</td>
<td>16,354,587</td>
<td>16,856,323</td>
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<td><strong>Breakdown of Capital Developments</strong></td>
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<td>Depreciation and capital projects</td>
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<td><strong>Total Capital Developments</strong></td>
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<td>6,465,675</td>
<td>6,850,000</td>
<td>2,823,382</td>
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<td><strong>Revenue</strong></td>
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<td>Local Authority Levy</td>
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<td>13,973,339</td>
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<td>Additional Local Authority Levy</td>
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<tr>
<td><strong>Total Local Authority Levy</strong></td>
<td>15,222,110</td>
<td>13,973,339</td>
<td>15,811,739</td>
<td>16,354,587</td>
<td>16,856,323</td>
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<td>Admissions</td>
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<td>Grants, Bequests &amp; Donations</td>
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<td>The Mind Lab</td>
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<td><strong>Total Revenue</strong></td>
<td>18,154,033</td>
<td>17,637,700</td>
<td>19,682,769</td>
<td>20,870,708</td>
<td>21,570,638</td>
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### INDICATIVE BUDGET

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<tr>
<td><strong>EXPENDITURE</strong></td>
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<tr>
<td><strong>Collection Management</strong></td>
<td></td>
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<td>Collection Care and Conservation</td>
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<td>Collection Projects</td>
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<td>Registry</td>
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<td><strong>Total Collection Management</strong></td>
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<td><strong>Museum Experience</strong></td>
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<td>Commercial Operations</td>
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<td>Exhibitions</td>
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<td>Learning and Education</td>
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<td>Marketing and Communications</td>
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<td>669,800</td>
<td>707,796</td>
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<td>Partnership</td>
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<td>Public Programmes</td>
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<td>The MindLab</td>
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<td><strong>Total Museum Experience</strong></td>
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<td><strong>Business Services</strong></td>
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<td>Administration</td>
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<td>ICT</td>
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<td>MOTAT Society</td>
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<td>Museum Environment Team</td>
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<td>Storage and Security</td>
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<td>Bank Interest and Line fee</td>
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<td>103,733</td>
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<tr>
<td><strong>Total Business Services</strong></td>
<td>11,330,044</td>
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<td>12,818,901</td>
<td>13,184,613</td>
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<td><strong>TOTAL COST OF ACTIVITIES</strong></td>
<td>15,316,042</td>
<td>16,079,701</td>
<td>17,388,691</td>
<td>18,287,183</td>
<td>18,747,255</td>
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</table>
STAFFING

The breakdown of Full Time Equivalent (FTE) employees taking into account the implementation of this Annual Plan and our Strategy will be as follows:

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<tr>
<th>DEPARTMENT</th>
<th>FTE</th>
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<tbody>
<tr>
<td>Museum Experience</td>
<td>56</td>
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<tr>
<td>Collections</td>
<td>25.5</td>
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<tr>
<td>Business Services incl. Chief</td>
<td>29</td>
</tr>
<tr>
<td>Executive and PA</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>110.5</strong></td>
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REMUNERATION OF BOARD MEMBERS

The Board remuneration was increased in 2013-2014 and amounts to:

- Chair: $23,000 per annum
- Deputy Chair: $17,250 per annum
- Members: $12,000 per annum

This disclosure of information is in accordance with Section 20(1)(h) of the MOTAT Act 2000.

MOTAT LEADERSHIP

Senior Management Team

- **Michael Frawley**
  - Chief Executive/Museum Director

- **Wayne Schache**
  - General Manager
  - Business Services

- **Alba Letts**
  - General Manager
  - Collections

- **Steven Fox**
  - General Manager
  - Museum Experience

- Dr. Lesley McTurk (Chair) TBC
- Mike Spraggon (Deputy Chair) TBC
- Helen Atkins
- Lindsay Corban
- Bruce Howat
- Dr. Bruce Hucker
- Amit Prasad
- Bill Rayner
- Hon. Judith Tizard
- Sue Wood
Attachment A

Item 11

Approval of the Museum of Transport and Technology levy 2019/2020
MOTAT FUNDING

MOTAT is funded from the following sources:
1. Levy from Auckland ratepayers collected by Auckland Council.
2. Gate admissions.
3. Commercial activities, including shop sales.
4. Special attractions, including tram rides.
5. Grants, including educational grants from the Ministry of Education (contestable).
6. Donations, sponsorships and other income.
7. Interest revenue.

ADMISSION CHARGES

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<th>Category</th>
<th>Charge</th>
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THE MIND LAB @ MOTAT EXPERIENCE

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MOTAT ACT OBJECTIVES

The Objectives of the Museum as outlined in Section 12 of the MOTAT Act requires that “the Board must recognise and provide for, in such a manner as it considers appropriate, the following”:

1. The recording and preservation of the history of transport and technology and the effect it has had on the Auckland region, New Zealand, and, in more general terms, the rest of the world.
2. Conservation of the heritage of the Museum, the Museum heritage buildings, and its collections.
4. Education which involves and entertains people to enrich their lives and promote the well-being of society.
5. The advancement and promotion of historical and scientific scholarship and research.
6. Achievement of customer satisfaction by consultation, responsiveness, and continuous improvement.
7. Leadership through professionalism, innovation, and co-ordination of effort with relevant organisations.
8. Greater financial self-sufficiency through the prudent operation of compatible revenue producing and fundraising activities which supplement public funding.
9. Providing maximum community benefit from the resources available.
IN APPRECIATION

There are a number of organisations and institutions that we would specifically like to thank for their continued support, assistance, and advice:

- Auckland Council
- Athfield Architects
- KiwiRail
- The Ministry of Education
- NZ Automobile Association
- NZ Lottery Grants Board
- Perpetual Guardian
- Regional Facilities Auckland
- Ricoh

Finally, we would like to thank the MOTAT Team (i.e. employees and volunteers) who have contributed not only their knowledge and skills, but their time and a lot of energy and passion in helping us achieve our strategic objectives and vision.
1 March 2019

Stephen Town
Chief Executive
Auckland Council
35 Albert Street
Auckland

Dear Stephen

Draft Annual Plan (DAP) and Statutory Levy 2019/20
Museum of Transport and Technology (MOTAT)

As you are aware, MOTAT was created through the Museum of Transport and Technology Act 2000 (the Act). The Act sets out the objectives of the Museum, the DAP process and the levy mechanism for Auckland Council’s contribution to MOTAT’s funding.

Under the Act, the Museum is required to prepare and consult on the DAP. The MOTAT DAP 2019/20 has been published for public consultation as per the Act. Under an Advisory and Management Agreement, Regional Facilities Auckland (RFA) is required to consider the DAP and make a submission on the document. A written submission was made by RFA within the statutory timeframes for consultation.

The MOTAT Board has considered the submissions it received in relation to the DAP and the final version is attached for Auckland Council’s consideration. The DAP sets out the activities MOTAT is looking to undertake during the plan year and over the next two years.

While MOTAT was not successful in obtaining funding through the Long Term Plan process for the implementation of the MOTAT Athfield Masterplan (Masterplan), it is seeking additional funds under the DAP process for the “Approach 2” projects. The “Approach 2” projects are a subset of the Masterplan and support the development of and accessibility to the Western Springs Precinct. RFA supports this approach, which would increase accessibility for Aucklanders. The projects are outlined on pages 18-19 and page 32 of the DAP.

The Museum’s reasoning for the levy amount is supported by the activities communicated in the plan. We note the core objectives in the DAP have been specifically linked to the Auckland Plan 2050 and to the Toi Whittiki Arts and Culture Strategic Action Plan.

Further, RFA, together with our business units Auckland Zoo and Auckland Stadiums, has been working closely with MOTAT on opportunities for joined up thinking across the Western Springs Precinct. While these discussions are in the early stages, the partnership is working well and will ultimately benefit the precinct and broader Auckland region. This is in addition to the support given by MOTAT to the New Zealand Maritime Museum in relation to storage of some of its collection.
objects and more generally to the Museums of Auckland group and other arts, culture and heritage institutions in the city (e.g. the Howick Historic Village).

Visitor Experience

The recent Audience Research undertaken by Morris Hargreaves McIntyre shows that MOTAT is attracting a wide variety of visitors. The MOTAT Vision as articulated in the updated strategy and outlined in the DAP is supported by the Museum’s existing and target market. The research covers the period from July to December 2018 (quarters 1 and 2) and is compared to July 2017 to June 2018. It highlights the following:

1. Irregular/lapsed visitors (those who haven’t visited MOTAT for over 12 months ago) are re-engaging – up to 41% from 29% in 2017-2018.
2. Increased attendance by younger adults – 68% of MOTAT’s visitors are aged under 35, an increase from 2017-2018 (82%); 41% of first-time led visits are aged 16–35 which is significantly higher than the 2017-2018 period (22%).
3. MOTAT’s “local audience” is more ethnically diverse – visits by those primarily identifying as Chinese (14%), Māori (7%) and Pacific Peoples (7%) all increased significantly on 2017-2018 (6%, 3% and 3% respectively). Conversely, there was significantly lower representation from those identifying as New Zealand European (64% compared to 70%).
4. Increased marketing recall – 71% of respondents cited at least one marketing or publicity source as prompting their visit, a significant lift on 54% in 2017-2018.
5. Nearly 6 in 10 visitors are looking for deeper engagement with MOTAT.
6. High satisfaction rate (i.e. over 90%) especially in relation to the tram (97%) and staff (92%)
7. MOTAT’s Vision has an 83% resonance score. That is, MOTAT’s visitors understand and agree with what the Museum is trying to achieve (i.e. to use past, present and future Kiwi technology and ingenuity to educate and inspire the innovators of tomorrow).

A copy of RFA’s submission to the DAP is attached which reflects the following areas for the 2019/20 year:

1. Auckland’s Cultural Heritage Review: working with RFA and Auckland Council in relation to the review.
2. Performance measures: the performance measures previously agreed continue and target a wide range of activities including increasing visitation and care of the collection.
3. Promoting Auckland’s Māori Identity: the ongoing investment by MOTAT in developing a travelling exhibition focusing on Māori technology and building on previous work with Te Reo included in exhibitions and on signage. We also note that MOTAT is working on a Māori name for MOTAT and runs Te Reo Māori classes for its employees and volunteers.
4. Revenue sources: we note that MOTAT admissions revenue increased by 15.5% on the previous financial year and they exceeded their targets for visitor satisfaction, school and pre-school visits, shop revenue, and venue hire revenue. In addition, they welcomed 32 new volunteers to the MOTAT team. MOTAT was requested to consider how operational efficiencies could be found and advises they will continue to investigate opportunities.

It is also worth noting that MOTAT has taken further steps to improve the transparency and readability of their DAP.
MOTAT Funding

MOTAT is requesting $14,811,739 in levies for operating funding and an additional $1m each year over the next ten years, supported by a flexible bank financing arrangement for the “Approach 2” projects. This is supported by MOTAT’s commercial revenue which has increased targets driven by increased visitor numbers and increased revenue from the partnership with Mind Lab @ MOTAT.

The “Approach 2” projects were established after a further review of the projects within the Masterplan by MOTAT, with a focus on initiatives which improve the visitor experience, the display and care of the collection, the visitor and work environment and demonstrate positive change and progression. A number of these projects also support the Waitemata Local Board Western Springs Park Development Plan and Greenways Plan, improve connectivity and accessibility across the Western Springs Precinct as well as help manage MOTAT’s infrastructure challenges.

We believe this approach brings the right balance between capital and operational matters and takes a measured approach to dealing with the infrastructure issues MOTAT needs to address. Therefore RFA supports the proposed levy and recommends to Council the approval of the levy (which is under the MOTAT levy cap), however we are cognisant that the final decision in relation to the levy is a matter for consideration and agreement by Auckland Council.

RFA will continue to provide advice and support to the Mayor and Auckland Council as the process continues.

Yours sincerely

[Signature]

Chris Brooks
Chief Executive

Attachment: MOTAT Final Draft Annual Plan (DAP) 2019-2020

cc:
Alastair Cameron Manager, CCO Governance & External Partnerships
Edward Siddle Principal Adviser, CCO Governance
Item 12
Approval of Auckland War Memorial Museum levy, 2019-2020
File No.: CP2019/01701

Te take mō te pūrongo
Purpose of the report
1. To consider the 2019/2020 levy for the Auckland War Memorial Museum (the Museum).

Whakarāpopototanga matua
Executive summary
2. The Auckland War Memorial Museum Act 1996 (the Act) allows the Museum to levy Auckland Council for funding on an annual basis. Auckland Council through Regional Facilities Auckland (RFA) can provide feedback on the Museum’s draft Annual Plan (Attachment A).
3. This year the Museum’s levy request is $32.292 million, an increase of 2.5 per cent from last year’s $31.504 million, which itself was a 2.5 per cent increase.
4. Regional Facilities Auckland has worked closely with Auckland Museum throughout the development of the museum’s 2019/2020 draft Annual Plan, which has led to improvements in the layout of the Annual Plan and the information provided. However, the Annual Plan could be clearer about how Auckland’s growth is specifically impacting on costs at the Museum.
5. The Annual Plan 2019/2020 meets the requirements of the Museum’s legislation.
6. Staff recommend the Museum’s levy is approved for 2019/2020. Disputing the levy amount and entering arbitration is the alternative, but this is not recommended.

Ngā tūtohunga
Recommendation/s
That the Finance and Performance Committee:

a) approve the total levy applied for by the Auckland War Memorial Museum of $32.292 million for 2019/2020, noting that this is an increase of 2.5 per cent from 2018/2019.

Horopaki
Context

Legislative framework
7. Council is obliged to fund the Museum under the levy provisions of the Auckland War Memorial Museum Act 1996. This Act was designed to ensure the seven councils in the Auckland region at the time all contributed to the Museum, and to put in place what was then a world-leading provision for direct indigenous people’s involvement in governance.
8. The purpose of the levy is to fund the Museum’s activities, including maintenance, operations and development. This gives the Museum security of public funding, including to fund its depreciation. The levy must be set by 30 April 2019, either through agreement or arbitration.
9. Since 1996, both Auckland’s local governance model and the Māori context has changed significantly. In particular these new elements include:
   - the amalgamation of local authorities into Auckland Council
   - the Tamaki Collective settlement of 2012
   - new understandings of Treaty of Waitangi obligations about the care of taonga through the Wai 262 Ko Aotearoa Tenei report in 2011.

10. Furthermore, the Auckland Plan (2012) and Auckland Plan 2050 (2018) were developed in response to requirements in sections 79-80 of the Local Government (Auckland Council) Act 2010. Both versions of the Auckland Plan emphasised council’s responsibility to a wider group of 19 mana whenua iwi in the Auckland region.

11. This means the legislative context under which council and the Museum operate has changed since the Auckland War Memorial Museum Act 1996 came into force.

**Role of Regional Facilities Auckland**

12. Regional Facilities Auckland and Auckland Council have an Advisory and Management Agreement under which Regional Facilities Auckland has been appointed council’s advisor for the Museum’s annual funding process.

13. The legislation requires the Museum to publish its draft Annual Plan and publicly consult on the levy request being made to Auckland Council. Regional Facilities Auckland made a submission and the Museum has considered this along with other submissions received.

14. Regional Facilities Auckland has written to Auckland Council and recommends approval of the levy (Attachment B). Regional Facilities Auckland notes the funding request is within the levy cap calculated based on the legislative formula. Other elements of Regional Facilities Auckland’s advice, as expressed in the submission and the letter to council, have been incorporated into this report.

**Cultural heritage review**

15. In 2017, Auckland Council approved the establishment of a review of its investment in cultural heritage institutions. The scope of the review includes Auckland Museum, Auckland Art Gallery, the New Zealand Maritime Museum, Stardome Observatory and Planetarium, the Museum of Transport and Technology, and the role of Regional Facilities Auckland in relation to cultural matters.

16. The first stage of the review was the commissioning of a report by Stafford Strategy Limited, which was workshopped with councillors in October 2018 and subsequently released publicly. A second phase, working alongside the institutions to agree a way forward, will begin in April 2019. The proposed terms of reference for ‘phase 2’ will be brought to council’s Governing Body.

17. The ongoing cultural heritage review provides an opportunity for council to consider its relationship with Auckland’s various cultural institutions, including for council to develop a strong strategic sense of what it wants to achieve from its investment in this area. There is also the possibility to consider governance involvement for mana whenua, and consideration of long-term investment needs in the sector.

**Tātaritanga me ngā tohutohu**

**Analysis and advice**

**Key elements of the Annual Plan 2018/2019**

18. The Museum’s draft Annual Plan proposes a total levy of $32.292 million, representing an increase of $788,000, or a 2.5 per cent increase over the 2018/2019 levy. The levy request includes $9.60 million for depreciation.
19. Future levy requests are projected to increase by 2.5 per cent in 2020/2021 and 2 per cent in 2021/2022.

20. The following graph shows the Museum’s levy increases over the past decade, including the 2019/2020 request and the next two years’ projected requests.

**Auckland Museum levy from Auckland Council, 2009 to 2022, $ millions**

21. The six strategic priorities from the Museum’s five-year strategic plan are the organising principle for the museum’s draft 2019/2020 Annual Plan, which builds on those of previous years. The focus for 2019/2020 is the capital transformation of the Museum.

22. This capital programme is being achieved largely by spending down the Asset Replacement Reserve (see page 37). The Reserve is the saved depreciation portion of the council levy.

**Analysis**

23. Last year the committee approved the levy but requested “that the Museum improves the transparency of its financial information so that Aucklanders are better informed about the link between expenditure and outcomes, and what is driving cost increases.”

24. Regional Facilities Auckland has worked closely with Auckland Museum throughout the development of the museum’s draft 2019/2020 Annual Plan, with an extensive correspondence between the two organisations having been engaged in.

25. This has resulted in an improved layout for the six focus/outcome areas, whereby objectives (“how will we add value for Aucklanders”) sit underneath the outcomes, with measures alongside. These are accompanied by references to the Auckland Plan outcomes and the outcomes in the Auckland Arts and Culture Strategic Action Plan, Toi Whitiki. Pages 34 and 35 of the museum’s draft 2019/2020 Annual Plan shows operating expenditure both by strategic priority area, and also by categories such as exhibitions, commercial activities, collections care, business services, visitor services, and specific projects areas such as He Korahi Māori and Teu le Va.

26. The Museum’s commentary on page 38 to justify the levy request describes cost (and levy) increases as largely being caused by the increasing population of Auckland and the consequent increase in visitors to the Museum. A relatively straight-line relationship between visitor growth and costs is assumed.
27. The Plan excludes a specific line about staffing costs (unlike, for example, the MOTAT Annual Plan 2019/2020 which is clear in this regard). It is clear from the Museum’s annual reports over several years that this represents a key driver of ongoing cost increases. The basis of the museum’s levy request would be enhanced if a more direct line could be drawn between the expected increases in visitation (whether onsite, online or offsite), the key categories which would be affected by that increased visitation (eg. digital experience, visitor services, learning and public programmes, and safety and security), and the staffing increases required to service that.

28. Council and Regional Facilities Auckland staff will explore with the Museum the specific impact of growth pressures and how best to manage them.

Advice

29. There are two options available to council. The first, which is recommended, is to approve the Museum’s levy request. The annual plan aligns with the Museum’s purposes as set out in the Act, and the council therefore has little ability to challenge the levy sought. Approving the levy will reinforce council’s ongoing commitment and long-term support for the Museum.

30. The second option is to refuse the request and enter arbitration. This is not recommended, because there is no evidence which would justify rejecting the levy request, which aligns with the broad purposes set out in the Act.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

Council group impacts and views

31. As described above, Regional Facilities Auckland has a specific role in the levy setting process. As such, its advice has been incorporated into the content of this report.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe

Local impacts and local board views

32. Decision making and oversight about regional activities is the responsibility of the Governing Body. The views of local boards were not sought.

Tauākī whakaaweawe Māori

Māori impact statement

33. The Museum aims to be a bicultural organisation and makes positive contributions to Māori aspirations in Auckland and around New Zealand. The Museum’s He Korahi Māori document sets out the nature of the Museum’s Māori dimension, which builds on the structural place of Māori built into the Museum’s governance through its Taumata-a-Iwi (Māori advisory committee).

Ngā ritenanga ā-pūtea

Financial implications

34. The levy request for 2019/2020 is $32.292 million. This is within the levy cap provided for by legislation but is an increase of $792,000 over the amount included in the 2018-2028 Long-term Plan and will lead to an increase in council’s 2019/2020 Annual Budget.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

35. There are two main risks for the Museum itself. The first is that the Museum is unable to deliver on what is an ambitious capital programme. As the programme is relatively well advanced, it appears that this risk is low at this time. Secondly, Regional Facilities Auckland has noted the ongoing lack of a comprehensive asset management plan covering not just the heritage building but all aspects of collection storage and systems, staff spaces, and Information Technology (for example). RFA will continue to work with the Museum to develop this.

36. For Council there is ongoing financial risk from the legislative levy systems under which MOTAT and Auckland Museum are funded. The lack of formal accountability to council, and the way the systems were designed to lock-in financial commitments of multiple councils that no longer exist, mean the levies are not ideal mechanisms for building a modern relationship with these two institutions. Council and Regional Facilities Auckland staff will work closely with the museum to mitigate this risk but ultimately has limited ability to do so because of the legislative framework.

Ngā koringa ā-muri
Next steps

37. If this committee approves the proposed levy, payment will be made on 1 July 2019.

Ngā tāpirihanga
Attachments

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<td>RFA letter to Auckland Council re AWMM Draft Annual Plan 2019-2020</td>
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Signatories

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<tr>
<td>Authorisers</td>
<td>Alastair Cameron - Manager - CCO Governance &amp; External Partnerships</td>
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<tr>
<td></td>
<td>Phil Wilson - Governance Director</td>
</tr>
<tr>
<td></td>
<td>Matthew Walker - Group Chief Financial Officer</td>
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METAMORPHOSIS - A YEAR OF TRANSFORMATION

Tamaki
Paenga Hira
Auckland
War Memorial
Museum

Draft Annual Plan
2019/2020
Attachment A

2. Foreword
5. Our Statutory Responsibilities
6. Our Five-Year Strategic Plan
8. Our Strategic Planning Framework
10. Auckland Museum: Delivering on the Auckland Plan
14. Auckland Museum: Delivering on Toi Wh titi
18. Priorities, Actions, Measures and Outcomes
   20. Reach out to more people
   22. Transform our building and collections
   24. Stretch thinking
   26. Lead a digital museum revolution
   28. Engage every schoolchild
   30. Grow our income and enhance value for Aucklanders
32. Financial Summary and Commentary
41. Acknowledgements
Foreword


Transformation is at the heart of our Five-Year Strategic Plan, and FY 2019/20 will be the year when this ambition truly accelerates. By year-end the visitor experience at Auckland’s museum and war memorial will be substantially refreshed with new spaces and offerings delivering a museum experience comparable to the best in the world.

Central to this transformation is the revitalisation of the South Atrium. Capital works will see this area opened up and enable the bowl, the centrepiece of the Atrium, to be a more prominent focal point. The enlarged space will provide a place of welcome, orientation and performance.

The Atrium will be home to a vibrant café experience, offering visitors greater choice in food and beverage. A new Kia Room will host those who wish to bring their own refreshments to the Museum. The new and expanded Museum Store will allow visitors to browse at their leisure and find mementos of their experience with us to take home.

The Eastern Walkway, together with the Western Walkway, will connect the ground floor and make wayfinding around the Museum more intuitive. A Special Exhibitions Hall will mean that the Museum can host major international exhibitions, bringing the world to our city.

Exhibitions showcasing Auckland’s collections and content will be designed with touring in mind, so we can extend out beyond our walls to enable others to learn more about the world around us.

The new Tāmāki Stories gallery will be the place where Auckland residents and visitors can learn about the city and its people. Aucklanders of all backgrounds will be able to see themselves reflected in stories of Tāmāki Mākaurau — across its past, present and future.

Our new Learning Base will engage every schoolchild when they arrive. It will introduce innovative educational programmes facilitated by hands-on learning throughout the Museum’s galleries and supported by new technologies.

This investment in visitor experience will mean Auckland Museum is evolving to reflect the needs of a growing and diversified population and to accommodate future growth. We are anticipating $1.2 million visitors through our doors annually by the end of FY 2022/23.

Our commitment to ensuring every Aucklander can enjoy a museum experience will see us continue to collaborate with partners in communities across the city, from a ‘pop-up’ museum programme during the school holidays to community-based exhibitions across Auckland.

Together with Auckland Council, we have a vision for a world-class city that’s able to compete on a global stage. World-class cities require a thriving cultural sector and a museum that unites, delights, challenges and reflects both residents and visitors alike. Collectively, the Museums of Auckland cultural consortium will continue to collaborate to develop initiatives that deliver value for Aucklanders.

We wish to acknowledge and thank Auckland Council for its ongoing commitment to ensuring the Museum remains connected to the city it serves and its many growing communities.

We remain immensely grateful for the continuing support of the people of this city since the Museum was built by the Aucklanders of 1929. We thank our people, partners and volunteers for the contribution they make to their museum.

As we enter this period of transformation, you can be assured your Auckland War Memorial Museum will continue to be an institution to be proud of — for today and for future generations.

This is an exciting time for Auckland as we all consider the future. And we at the Museum stand ready to play our part.

attachment A

Item 12
Our Statutory Responsibilities

Auckland Museum is one of New Zealand’s largest, oldest and most important museums. The collections are of national and international significance. It is the responsibility of the Museum to care for these collections and to share them and their stories with the world.

The significance of the Museum and its importance to New Zealand is recognised in the Auckland War Memorial Museum Act 1996, which established the Trust Board and requires it to act on behalf of present and future Aucklanders.

The Act places responsibility on the Museum’s Trust Board to:

- Present the history and environment of Auckland, New Zealand, and the South Pacific
- Be Auckland’s war memorial
- Encourage the spirit of goodwill and partnership envisaged by the Treaty of Waitangi
- Celebrate the rich cultural diversity of Auckland and its people
- Conserve the heritage of the Museum
- Educate, enrich lives and promote well-being
- Advance and promote cultural and scientific scholarship and research
- Lead through professionalism, innovation and partnership
- Supplement ratepayer funding through compatible revenue-producing activity and fundraising.

The Trust Board has a statutory obligation to make the case for sufficient funding for the Museum, to enable it to respond to the demand for its services, to care for the collections and to continue to deliver high-quality programmes for the growing and increasingly diverse population of Auckland. It is required to recognise and provide for greater financial self-sufficiency and to maximise community benefit from the resources available.

The Draft Annual Plan for FY 2019/20 proposes a 2.5% increase in the ratepayer levy.

This will further reduce to 2.0% for the next two years as stated in the Five-Year Strategic Plan.

Taumata-ā-iwi

The Museum’s Act provides for a Māori committee known as the Taumata-ā-iwi. The Taumata-ā-iwi is founded upon the principle of mana whenua (customary authority of and over ancestral land), and comprises Ngāti Whātua, Ngāti Pāoa and Waikato Taiao. The Taumata-ā-iwi serves an important role as both advisor and partner to the Trust Board and is strategically important to the cultural fabric of Tāmaki Makaurau.

In 2018, the Taumata-ā-iwi agreed a new strategy that outlines six priority workstreams: proactive advisory, Māori professional development, narrative, strategic relationships, taonga and repatriation, and refurbishment and gallery renewal.

Over the coming years, this strategy will be developed in more detail, informing the Museum’s overall strategic framework.
Auckland Museum's Five-Year Strategic Plan describes how we will deliver on and advance our legislative and Treaty responsibilities. Our Strategic Plan also aligns with the refreshed Auckland Plan and Toi Whiri - the Arts and Culture Strategic Action Plan for Auckland.

This alignment is recorded for each of the six strategic priorities described in the Draft Annual Plan.

Our six strategic priorities are:
1. Reach out to more people
2. Transform our building and collections
3. Stretch thinking
4. Lead a digital museum revolution
5. Engage every schoolchild
6. Grow our income and enhance value for Aucklanders.

We have adopted a staged approach to the implementation of these five-year priorities, in order to ensure the Museum has sufficient resources. The foundations laid in earlier years have delivered a number of essential building and collection readiness projects.

Both 2019 and 2020 will truly be transformational years as we reveal game-changing initiatives designed to transform our visitor experience and increase our financial sustainability.

From the third phase, beginning in 2021, we will be positioned to accelerate growth. We will expand our reach and revenue and further invest in innovative and commercial partnerships that will help shape our future beyond 2022.
The Auckland Plan’s objectives are the heart of what we believe and do. Our vision at Auckland Museum is ‘He Oranga Tangata Ko Ao – Enriching lives: Inspiring discoveries’.

Our Paerewa describe who we are and what we stand for.

We are guided by a robust strategic framework which forms the basis of how we operate and engage with communities.

VISION
He oranga tangata ko ao – Enriching lives: Inspiring discoveries

MISSION
Nui bukono tangata, whanaia te mana
Connecting through sharing stories of people, lands and ideas

PAEREWA
FUTURE MUSEUM TOUCHSTONES
Auckland’s war memorial
Home of Auckland’s collective remembering and communication
A taitakiri for current and future generations of this iconic building, collections, people and stories
A bilingual heart connected to our communities
A place of innovation, curiosity, learning and research
A compelling experience onsite, offline, online
Active leader and collaborator in Auckland, nationally and internationally, in all the sectors in which we operate

FIVE-YEAR PRIORITIES
Reach out to more people
Transform our building and collections
Stretch thinking
Lead a digital museum revolution
Engage every schoolchild
Grow our income and enhance value for Aucklanders

ANNUAL PLAN
2019/2020
Gives life to the second year of the Museum’s Five-Year Strategic Plan 2017-2022

GUIDING PRINCIPLES
Manakiahunga, Kaitakihanga, Mana whenua

VALUES
Relevant, Connected, Innovative, Respectful, Inspired
Approval of Auckland War Memorial Museum levy, 2019-2020
Māori identity and well-being

A thriving Māori identity is Auckland’s point of difference in a world that advances prosperity for Māori and benefits all Aucklanders.

Te Horo Māori is the Museum’s cultural philosophy that breathes life into Te Tiriti o Waitangi and is fundamental to the Museum as a cultural institution. It draws knowledge and protocols from Māori values and interwoven tangata whenua (Māori) and tangata tiakitanga (non-Māori). The Taumatua-i-riri guides the Trust Board in matters relating to Te Horo Māori.

A kinaki (guardian) of treasured taonga objects of local, national and international significance, Auckland Museum has relationships with whānau, hapū and iwi Māori in Auckland and across New Zealand who contribute to our national identity. These relationships centre on taonga that they whakapapa connect to the natural environment and mihinare Māori knowledge projects, and participation in exhibition and public events programmes.

Homes and places

Aucklanders live in secure, healthy and affordable homes and have access to a range of inclusive public places.

To ensure suitability for all Aucklanders, access to Auckland War Memorial Museum is free to all residents of the city and is supported by access to rich offline public programming within local communities.

Transport and access

Aucklanders will be more easily able to get to where they want to go and will have choices about how they get around.

Puketawa (Auckland Domain) and the Museum are not merely served by public transport. The Museum has invested in a Southern Pathway to make it easier for visitors walking from Parnell Road to access the Museum. We will continue to work closely with the Domain Committee to improve parking and the amenity of Auckland Domain.

Environment and cultural heritage

Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value and for the benefit of present and future generations.

The Auckland War Memorial Museum was constructed in 1918 with the aid of subscriptions raised by Aucklanders in reminiscence of their war dead. Today, the Museum is a Category 1 listed historic place of outstanding historical and cultural significance of value. As tenants of the Museum, we manage and maintain a Heritage Asset Management Plan to ensure our iconic buildings are properly cared for in perpetuity.

With internationally significant collections, Auckland Museum is a kaitiaki of human, natural and scientific heritage, and holds one of New Zealand’s top heritage libraries. Responsible for caring for more than 4.5 million treasures, we hold the ‘DNA’ of Auckland.

We protect and care for almost one million natural science specimens collected over more than 150 years. Over 3,000 type specimens are held which are the irreplaceable specimens that bear the name of new species descriptions that stabilise the international biological naming system.

Auckland Museum has a role to educate, connect and engage with visitors about the natural environment, with our research informing our exhibitions and public programmes across onsite, offline and online platforms.

Our developing exhibition Te Toi Hauaki (the natural world) is scheduled to open in 2021 and features issues of environmental change over time, and change caused by human activities. This exhibition will integrate scientific and mihinare Māori perspectives.

Supporting current exhibitions are learning and engagement activities that target schools and community audiences.

Opportunity and prosperity

Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

Auckland’s future as a modern, inclusive and dynamic global city will require a thriving cultural sector and for all communities to have easy access to cultural experiences.

Arts and culture play a significant role in the well-being of our society and quality of life. They are an essential part of our individual, community and national identity. With Auckland’s population continuing to grow, it will be home to 40% of the country’s population by 2040. Auckland Museum has an essential role to play as a place of learning, participation and belonging that enriches the lives of all Aucklanders.
Delivery of the Toi Whātiki
Outcomes

Auckland Council’s Toi Whātiki Arts and Culture Strategic Action Plan integrates arts and culture into our everyday lives and helps create a culturally rich and creative Auckland.

See how Auckland Museum delivers on the objectives of Toi Whātiki.

Participation

All Aucklanders can access and participate in arts and culture.

The Museum’s Five-Year Strategic Plan outlines the importance of connecting with audiences, whether within the Museum building (on-site), beyond its walls (offsite) or digitally (online). It also has an explicit goal of more than doubling our outreach audiences in five years to 100,000 people.

The Museum’s iconic building in the Domain is the hub from which we operate and reach out into communities. To ensure all Aucklanders can participate in arts and culture, access to Auckland War Memorial Museum is free to all those who reside in the city.

The Beyond the Walls outreach programme is designed to be flexible and nimble. Our focus is on programmes that maximise our potential to reach people and enable authentic engagement with communities that, by virtue of distance, are unable to engage with their Museum.

Outreach programmes address this issue of access and incitement.

Investment

Auckland values and invests in arts and culture.

The Museum’s Five-Year Strategic Plan will deliver increased visitation and the opportunity to amplify revenue-generation opportunities online through commercial activities such as corporate venue hire, retail, and food and beverage offerings. It will enable the Museum to develop a more economically resilient organisation, reducing our reliance on public funding by the end of this horizon.

We have a deliberate intention to grow our annual self-generated revenue by 30% to $12 million by FY 2022/23 while continuing to manage operational costs closely. This will be supported by additional funding raised via sponsorship, charitable partnerships and philanthropic appeals.
Attachment A

Item 12

Approval of Auckland War Memorial Museum levy, 2019-2020

Infrastructure

The Museum has access to a network of vibrant arts and culture organisations and facilities.

Through loans of collections locally, nationally and internationally Auckland Museum contributes to a worldwide network of cultural organisations which share the stories of this city and its people.

Auckland Museum has demonstrated leadership through convening a collaborative consortium working with the culture and heritage sector across Tāmaki Makaurau to deliver joint initiatives which add value for Aucklanders.

As a possible New Zealand first, the Museum of Auckland cultural consortium has collaborated strategically to create new platforms of engagement for Aucklanders. Initiatives include joint marketing, learning and engagement activities, and a single Auckland-wide digital collection. Highlighting the contribution of the vibrant arts and culture sector is part of marketing Auckland as a leading global city.

Identity

Auckland celebrates a unique cultural identity.

Reflecting the dynamic cultural and ethnic mix of Auckland through its galleries, exhibitions, its collections, staff and volunteers, the Museum is an important cultural touchpoint for both residents and tourists alike. We readily acknowledge the essential role we have to play in the development of New Zealand’s individual, community and national identity.

Auckland Museum acknowledges the essential role we have to play as representing a place of learning, participation and belonging. We understand our responsibility to foster identity and pride in the lives of all Aucklanders and the contribution that makes towards building strong communities. The priorities outlined in our Five-Year Strategic Plan centre on supporting social belonging and participation, cementing Auckland Museum’s role as a place of gathering, welcome and orientation, particularly for new Aucklanders.

New galleries will reflect this changing cultural dynamic, with the first – the Tamaki Stories gallery – opening in December 2019. It will be a place for all residents to see themselves represented and where visitors to the city can discover what makes Tāmaki Makaurau unique.

This new gallery will:

- Support belonging and participation within the city
- Help new Aucklanders adjust to their city and navigate their new landscape
- Help residents of the city to understand the changes happening around them
- Provide a one-stop destination for visitors to the city to understand Tāmaki Makaurau Auckland’s past, present and future.

Creative economy

Auckland has a robust and flourishing creative economy.

Auckland Museum plays a leading role in the local and national creative economy. In partnership with the University of Auckland, Auckland Museum provides a pipeline of Museum graduates for the future, supporting the Prime Minister’s vision that young people should see the culture and heritage sector as a career path. Regardless of whether it is through direct employment, volunteering, internships, exchanges or by placement of postgraduate students, the Museum nurtures those for whom creativity is core. We also provide a pipeline of experienced senior staff who go on to lead museums in the regional areas of the country.
Alignment Auckland War Memorial Museum Act 1996 with the Auckland Plan 2050 and Toi Whitihi - Auckland's Arts and Culture Strategic Action Plan

**Auckland War Memorial Museum Act 1996**

Section 15A: The recording and presentation of the history and environment of the Auckland region, New Zealand and the South Pacific.

Section 15B: Conservation of the heritage of the Museum, and of global resources.

Section 15C: The role of the Museum as a war memorial.

Section 15D: Celebration of the rich cultural diversity of the Auckland region and its people.

Section 15E: Education which involves and entertains people to enrich their lives.

Section 15F: The advancement and promotion of cultural and scientific scholarship and research.

Section 15G: Achievement of customer satisfaction by seeking consultation, responsiveness and continuous improvement.

Section 15H: Leadership through professionalism, innovation and co-ordination of effort with relevant organisations.

Section 15I: Greater financial self-sufficiency through fundraising and compatible revenue-producing activities which supplement public funding.

Section 15J: Providing maximum community benefit from the resources available.

**Auckland Plan 2050**

- **Belonging and participation** - All Aucklanders will be part of and contribute to society, access opportunities and have the chance to develop to their full potential.
- **Māori identity and well-being** - A thriving Māori identity is Auckland's point of difference in the world, that advances prosperity for Māori and benefits all Aucklanders.
- **Homes and places** - Aucklanders live in secure, healthy and affordable homes and have access to a range of inclusive public places.
- **Transport and access** - Aucklanders will be able to get to where they want to go more easily, safely and sustainably.
- **Environment and cultural heritage** - Aucklanders preserve, protect and care for the natural environment as our shared cultural heritage for its intrinsic value and for the benefit of present and future generations.
- **Opportunity and prosperity** - Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

**Toi Whitihi**

- **Participation** - All Aucklanders can access and participate in arts and culture.
- **Investment** - Auckland values and invests in arts and culture.
- **Infrastructure** - The Museum has access to a network of vibrant arts and culture organisations and facilities.
- **Place-making** - Arts and culture are intrinsic to Auckland’s place-making.
- **Identity** - Auckland celebrates a unique cultural identity.
- **Creative economy** - Auckland has a robust and flourishing creative economy.
1 Reach out to more people

The five-year goal by FY 2022/23 is to attract 1.2 million visitors annually to Auckland Museum and have a Membership Programme of 5,000 engaged supporters.

As Auckland’s population continues to grow and diversify, there is a need to enhance and maintain a shared sense of belonging. Our aim is to double our outreach audiences in five years to 100,000. We will establish partnerships to make it possible to go to for information, debate and discussion on Auckland and our connection with it. We will reach out to all Aucklanders - the people who live or work here, those who feel at home here, and those newly arrived. We will also be relevant to and inclusive of our many communities and diverse audiences, including Māori, Asian, Pacific, European, and the many others who call Auckland home. We will continue to listen to our communities, share knowledge about our city and place, and speak out on Auckland issues.

How will we add value for Aucklanders?

<table>
<thead>
<tr>
<th>How will we add value for Aucklanders?</th>
<th>Measured by</th>
<th>Delivering Auckland Plan Outcomes</th>
<th>Delivering Toi Whakapono Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>By delivering a quality experience for Aucklanders and visitors to our city through a compelling programme of exhibitions and public activities</td>
<td>Deliver onsite valuation of 800,000 while mitigating the impact of capital projects on site to retain visitor satisfaction at 95% or above as measured by our annual Visitor Profile Survey by June 2020</td>
<td>Deliver a dynamic public exhibition programme of three exhibitions annually, including opening the new Special Exhibitions Hall with a major international traveling exhibition, which brings the world to Auckland</td>
<td></td>
</tr>
<tr>
<td>By reaching out to Aucklanders in their communities through an inclusive outreach programme that promotes accessibility and diversity</td>
<td>Increase public engagements with offline audiences by 5% on prior year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>By promoting Māori identity and well-being through increased community engagement</td>
<td>Develop Māori- and Māori-led community engagement that sees Māori communities present their own stories through an active and changing public programme of exhibitions in our galleries</td>
<td>Belonging and participation</td>
<td></td>
</tr>
<tr>
<td>By taking a leadership role as Auckland’s war memorial and home of collective remembering in commemorating the sacrifices made in the context of war</td>
<td>Deliver three commemorative programmes annually in partnership with Auckland Council, RSA and other partners – for example, Anzac Day, Armistice Day and the anniversary of Passchendaele</td>
<td>Participation</td>
<td></td>
</tr>
<tr>
<td>By enriching the visitor experience for Aucklanders through the development of a compelling new Museum Membership Programme</td>
<td>Launch the new Membership Programme to align with the launch of the South Annex redevelopment, having evaluated pilot programmes in FY 2018/19</td>
<td>Place-making</td>
<td></td>
</tr>
<tr>
<td>By ensuring that all Aucklanders can see themselves reflected in the many stories of Tāmaki Mākaurau through a programme of gallery refurbishments that transform visitor experience</td>
<td>Launch the new Tāmaki Stories gallery to the public, dedicated to exploring Auckland’s past, present and future state, including a public Future City laboratory</td>
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<tr>
<td></td>
<td>Conclude the schedule of gallery improvements across the Museum to align with resouth of the visitor experience</td>
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</table>

Item 12
2

Transform our building and collections

FY 2019/20 is the year of transformational delivery within our iconic building allowing us to accommodate Auckland’s growth. By July 2020 the visitor experience will be substantially refreshed with new spaces and offerings delivering a world-class museum experience for the city.

On the ground floor the new Tamaki Stories gallery will be the place where Aucklanders can learn about the city and its people – past, present and future. An expanded Special Exhibitions Hall will enable us to host major international touring exhibitions, bringing the world to Auckland. Wayfinding will be addressed, enabling visitors to easily navigate their way around this area.

The enlarged South Atrium will provide a place of welcome, orientation and performance. Home to a vibrant new café experience, a new and expanded Museum Store and a Kai Room for those who wish to self-guide, these new amenities will offer visitors greater choice during their museum experience.

By continuing with our Collections Readiness Programme, we will provide professional stewardship of the collections, inclusive of conservation, documentation and digitisation.

How will we add value for Aucklanders?

<table>
<thead>
<tr>
<th>Measured by</th>
<th>Delivering Auckland Plan Outcomes</th>
<th>Delivering Toi Whittiri Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch to the public:</td>
<td>Belonging and participation</td>
<td>Environment and cultural heritage</td>
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<tr>
<td>• New Tamaki Stories gallery</td>
<td></td>
<td>Homes and places</td>
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<tr>
<td>• New South Atrium welcome and orientation experience</td>
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<td>• New café offering</td>
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<tr>
<td>• New and enlarged retail space</td>
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<tr>
<td>• Kai Room</td>
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<tr>
<td>• Welcome Lounge</td>
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</tr>
</tbody>
</table>

Through our leadership as a kainga and for conservation of our iconic heritage-listed building for future generations

| Complete the annual schedule of work in accordance with the Asset Management Plan by June 2020, inclusive of: | Environment and cultural heritage |
| • Repairs to the World War I Hall of Memories roof and gutters | | |
| • Modifications and additions to the World War I and World War II "Names of the Fallen" | | |
| • Replacing the rusted (bar) rail on the North West and North East sides of the building to ensure they are watertight | | |

By developing, caring for and preserving Auckland’s world-class collections in accordance with the Collections Care Plan to ensure they are cared for and conserved for future generations

| Through the utilisation of the Manu Taki Collections Centre, undertake collection enhancement projects to document and digitise priority collections of 20th-century industrial photography and the 19th- and 20th-century holdings of key Auckland business archives | Belonging and participation |
| Complete the transfer of 25% of the Museum’s collections to Manu Taki Collections Centre to enable building and gallery development projects to be finished | Environment and cultural heritage |
| | Minor identity and well-being |
5 Stretch thinking

We want to stretch thinking - our own and everybody else’s.

We possess a unique suite of assets - collections, community relationships and digital tools - which places us at the heart of the knowledge economy.

Our goal is to use these to generate new knowledge and new ideas, and be a catalyst for debate, while using these assets to educate and engage the next generation.

This strategy has direct implications for how we present the collection, what is included, the research and network that supports it, and how we enhance understanding and access - on the gallery floor, in the classroom and online.

How will we add value for Aucklanders?

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</thead>
<tbody>
<tr>
<td>By working in partnership with communities and knowledge holders to enhance understanding of collections and sharing authority for their meaning</td>
<td>Complete the Te Awa Phase Two Māori Cook and Textile stone project by September 2019 ensuring all collections are conserved, documented, digitised and stored appropriately</td>
<td>Belonging and participation</td>
</tr>
<tr>
<td>By building and strengthening research as well as our teaching and training partnerships with universities, science partners and iwi partners to increase their awareness of Museum resources, identify mutual research interests and establish collaborative research initiatives</td>
<td>Develop at least three collaborative research initiatives with tertiary research partners, aligned to themes identified within the Auckland Museum 2018–2023 Research Strategy</td>
<td>Māori identity and well-being</td>
</tr>
<tr>
<td>By delivering the goal of year two of our five-year Auckland Museum Research Strategy, identifying key opportunities to build and develop priority research themes that translate into outcomes for the Museum’s public experience and deliver social and environmental benefits for New Zealand</td>
<td>Accelerate our publishing programme for popular and academic audiences, based on Museum collections and expertise through a proactive approach of collaboration and partnership</td>
<td>Environment and cultural heritage</td>
</tr>
<tr>
<td></td>
<td>Undertake the research and development for the planned first-floor Environmental Gallery and identify outputs and outcomes for delivery</td>
<td>Investment</td>
</tr>
<tr>
<td></td>
<td>By programming and promoting highly relevant Auckland content that fosters participation and belonging</td>
<td>Infrastructure</td>
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<td></td>
<td></td>
<td>Participation</td>
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<td></td>
<td></td>
<td>Creative economy</td>
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<td></td>
<td>Belonging and participation</td>
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<td></td>
<td></td>
<td>Māori identity and well-being</td>
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<td></td>
<td></td>
<td>Homes and places</td>
</tr>
</tbody>
</table>
Lead a digital museum revolution

The five-year goal for FY 2022/23 is to be recognized as a leader in digital innovation, with technology integral to what we do. Ongoing, we will support the growth of the visitor experience of the Museum through personalized, interactive, and innovative content. Online, we will continue to extend our reach and impact participation with visitors around the world.

With collections of international significance and collections online, we are enabling Aucklanders living locally to be digitally connected with Auckland as a smart world city.

How will we add value for Aucklanders?

Delivering Auckland Plan Outcomes

Delivering Toi Whittaker Outcomes

By engaging with online audiences and making it easier for all visitors globally to access our collections online.

Deliver one million engagements per month with our collections through partner websites and portals.

Develop and implement a programme of targeted record enhancements of high-profile collection items.

By engaging onsite visitors with innovative new technologies to better enable storytelling and knowledge sharing to enhance the visitor experience.

As part of the gallery renewal, undertake a targeted deployment of at least five to eight new digital experiences including digital hotspots, virtual reality, augmented reality and large-scale immersive projections that add value and enhance storytelling.

By partnering with leading research institutions, start-ups and businesses nationally and internationally to ensure Aucklanders can engage with their collections through innovative digital approaches.

Demonstrate Auckland Museum’s leadership position in the use of digital technology through the delivery of two partnerships by April 2020 that will enhance visitor experience through new innovative ways to engage digitally with collections.

By growing local and global audience engagement with Auckland’s online collections through sharing and aggregation.

Establish at least three new data-sharing partnerships to increase traffic to and engagement with our online collections.

By continuing to ensure Auckland’s collections are accessible to the public and enhancing collection records through research and community participation, digital imaging and open licensing.

Increase digital collections online by 90,000 records across a range of collection formats and areas (out of a planned 250,000 records over the period of the Five-Year Strategic Plan) by June 2020.

Belonging and participation

Homies and places

Belonging and participation

Environment and cultural heritage

Participation

Identity

Creative economy
5

Engage every schoolchild

By FY 2022/23, the five-year goal is to engage and inspire over 500,000 schoolchildren and students annually by improving the reach of our onsite, offline, and online education offerings.

Our new Learning Hub on the first floor will be delivered in FY 2019/20 and will transform the education experience - delivering innovative learning programmes facilitated by in-gallery learning throughout the Museum, supported by new technologies. We will be recognised as a leader in immersive, experiential, self-directed and hands-on learning.

We will partner with individuals, communities, government and organisations to co-create programmes that enrich what we offer. The Museum will be a model for best practice, providing effective, inclusive and deceptive learning and engagement for all our visitors.

How will we add value for Aucklanders?

<table>
<thead>
<tr>
<th>Measured by</th>
<th>Delivering Auckland Plan Outcomes</th>
<th>Delivering Toi WhitiKi Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>By Improving the reach of our onsite education offering</td>
<td>Grow onsite student numbers to over 50,000 by June 2020</td>
<td>Belonging and participation</td>
</tr>
<tr>
<td>By implementing an intensified offline education outreach programme during our most intense period of capital works onsite, ensuring inclusivity and diversity</td>
<td>Grow offline student numbers to over 55,000 by June 2020 through offline school outreach programmes</td>
<td>Participation</td>
</tr>
<tr>
<td></td>
<td>In partnership with Museum of New Zealand Te Papa Tongarewa, deliver the Auckland-based programme for the Rangatahi Mātrēhī, Weaving Digital Futures project and engage with 1,800 students</td>
<td>Minor identity and well-being</td>
</tr>
<tr>
<td></td>
<td>Develop and execute two new &quot;Discover Your Museum&quot; education outreach programmes annually for schools in the Tamaki Makaurau region</td>
<td>Homes and places</td>
</tr>
<tr>
<td></td>
<td>Develop and deliver two new &quot;Museum in a Box&quot; education outreach programmes for schools in the Tamaki Makaurau region annually</td>
<td>Participation</td>
</tr>
<tr>
<td>By Improving the reach of our online secondary-school programmes and resources</td>
<td>Evaluate and develop digital curriculum content and enriched digital resources for secondary-school students by June 2020 using our website as the platform</td>
<td>Identity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Place-making</td>
</tr>
</tbody>
</table>
Grow our income and enhance value for Aucklanders

While inevitably commercial revenue will be impacted by capital works on site during FY 2019/20, the start of FY 2020/21 will see the Museum well positioned to incrementally increase self-generated revenue. The five-year goal is to increase self-generated revenue by 30% to $12 million by 2022 and achieve additional funding in commercial partnerships and charitable giving.

How will we add value for Aucklanders?

<table>
<thead>
<tr>
<th>Delivered Auckland Plan Outcomes</th>
<th>Delivering Toi Whītikī Outcomes</th>
</tr>
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<td>Delivering Toi Whītikī Outcomes</td>
</tr>
</tbody>
</table>

Deliver a new cultural performance space in the Grand Foyer and a refreshed tourism experience that shares the story of Tāmaki Makaurau

Work with the Tāmata-a-tei and Pacific Advisory Board to develop a project plan for December 2019 which will revitalise the visitor experience in Māori Court and the Pacific Galleries

As a member of Museums of Auckland, work in partnership with cultural sector partners to deliver at least two new initiatives in the fields of visitor experience, digital collections, workforce development, marketing and connectivity

Develop and deliver an annual development programme with initiatives that help our people to understand, foster and leverage diversity in order to improve visitor experience

Develop targeted fundraising and development activities to a capital campaign of $3,300,000 and philanthropic giving of $3,555,000 in FY 2019/20

Maintain focus on mitigating loss of self-generated revenue during the period of intense capital works on site by delivering $9,214,000 of self-generated revenue

By ensuring the Museum remains an integral part of Auckland’s tourism offering and contributes to a vibrant visitor economy

By demonstrating leadership and working with the culture and heritage sector across Tāmaki Makaurau to deliver joint initiatives that add value for Aucklanders

By growing inclusive leadership and boardroom capability in our people so they can continue to respond to the communities they serve

By increasing the financial sustainability of the Museum through the delivery of self-generated revenue and a continued focus on operating efficiently
Attachment A

Item 12

Financial Projections 2019/2020

Operating Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Budget</th>
<th>FY 2019/20 Plan</th>
<th>FY 2020/21 Indicative</th>
<th>FY 2021/22 Indicative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auckland Council levy</td>
<td>16.39</td>
<td>16.70</td>
<td>16.24</td>
<td>15.16</td>
<td>13.32</td>
</tr>
<tr>
<td>Commercial Operations</td>
<td>4.45</td>
<td>5.57</td>
<td>5.30</td>
<td>4.95</td>
<td>5.07</td>
</tr>
<tr>
<td>Admission Fees</td>
<td>2.36</td>
<td>2.39</td>
<td>2.04</td>
<td>2.15</td>
<td>2.55</td>
</tr>
<tr>
<td>Donations, Sponsorship and Gifts</td>
<td>0.86</td>
<td>1.22</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Interest Income</td>
<td>1.02</td>
<td>0.12</td>
<td>0.32</td>
<td>0.56</td>
<td>0.42</td>
</tr>
<tr>
<td>Other Income</td>
<td>0.08</td>
<td>0.04</td>
<td>0.09</td>
<td>0.04</td>
<td>0.01</td>
</tr>
<tr>
<td>Total</td>
<td>22.15</td>
<td>24.79</td>
<td>24.03</td>
<td>23.18</td>
<td>22.66</td>
</tr>
</tbody>
</table>

Operating Revenue Summary (M$)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2018/19 Actual</th>
<th>FY 2019/20 Budget</th>
<th>FY 2019/20 Plan</th>
<th>FY 2020/21 Indicative</th>
<th>FY 2021/22 Indicative</th>
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<tbody>
<tr>
<td>Auckland Council levy</td>
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<td>16.70</td>
<td>16.24</td>
<td>15.16</td>
<td>13.32</td>
</tr>
<tr>
<td>Self-generated revenue</td>
<td>5.47</td>
<td>5.98</td>
<td>5.53</td>
<td>5.61</td>
<td>5.16</td>
</tr>
<tr>
<td>Total</td>
<td>21.86</td>
<td>22.68</td>
<td>21.77</td>
<td>20.77</td>
<td>18.48</td>
</tr>
</tbody>
</table>

FY 2018/19 Budget ($M')

- Other Income: $0.08 (0.4%)
- Interest Income: $1.02 (4.6%)
- Donations, Sponsorship and Gifts: $0.86 (3.9%)
- Admission Fees: $2.36 (10.8%)
- Commercial Operations: $4.45 (20.3%)
- Auckland Council levy: $16.39 (75.0%)

FY 2019/20 Plan ($M')

- Other Income: $0.04 (0.2%)
- Interest Income: $0.12 (0.5%)
- Donations, Sponsorship and Gifts: $1.22 (5.5%)
- Admission Fees: $2.39 (10.8%)
- Commercial Operations: $5.47 (24.9%)
- Auckland Council levy: $16.70 (75.0%)

Key
- Other income
- Interest Income
- Donations, Sponsorship and Gifts
- Admission Fees
- Commercial Operations
- Auckland Council levy

The intensive period of capital works during FY 2018/19 and FY 2019/20 will inevitably impact our revenue streams. As a result, we have planned for a modest decline in self-generated revenue during that time. Upon completion, the works will have enabled increased self-sufficiency and our revenue is planned to increase significantly. By FY 2022/23, we expect an increase in self-generated revenue to $12 million per annum – a 55% increase on FY 2018/19 when our Five-Year Strategic Plan was initiated. This will allow us to reduce our levy increase from FY 2021/22 from 2.5% to 2.0% per annum.
### Financial Projections 2019/2020 (continued)

#### Operating Expenditure ($M)

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</table>

#### Key

- **Descriptive**
- **Paid Clerical**
- **Paid Technical**
- **Unpaid Volunteers**
- **Other**

### Attachment A

#### Item 12

- Approval of Auckland War Memorial Museum levy, 2019-2020

- Finance and Performance Committee
- 19 March 2019

- Auckland Council
- Trust Board Remuneration (5000’s)

<table>
<thead>
<tr>
<th>Trust Board Remuneration</th>
<th>FY 2018/19</th>
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<th>FY 2020/21</th>
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<tr>
<td>Trust Board Members</td>
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<td>Trust Board Officers</td>
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<td>Total Remuneration</td>
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</table>

- Auckland Council
- Trust Board Remuneration

- Contact details: auckland.gov.co
Attachment A

Item 12

Financial Projections 2019/2020 (continued)

Capital Expenditure

<table>
<thead>
<tr>
<th>CAPITAL EXPENDITURE (M$)</th>
<th>FY 2017/18 Actual (Revised)</th>
<th>FY 2018/19 Budget</th>
<th>FY 2018/20 Plan</th>
<th>FY 2020/21 Indicative</th>
<th>FY 2021/22 Indicative</th>
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<tbody>
<tr>
<td>Research &amp; training</td>
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<td>2.50</td>
<td>2.50</td>
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<td>Cultural exhibitions</td>
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Asset Replacement Reserve Balance (M$)

The asset replacement reserve is planned to support the capital works programme that will transform the public experience and collections for the benefit of future generations of Aucklanders.
Financial Commentary

FY 2019/20: A Year of Transformation

Transformation is at the heart of our Five-Year Strategic Plan and FY 2019/20 will be the year when this ambition truly accelerates. Consequently, it will be the watershed year for planned capital spend enabling the transformational delivery within our iconic building to accommodate Auckland’s growth and visitor demand.

While it is our intention to remain open during the period of intensive building works on site, it is inevitable the capital works will impact on existing revenue streams. As a result, this Museum has planned for a decline in self-generated revenue for FY 2018/19 and FY 2019/20.

By July 2020 the visitor experience will be substantially enhanced, with over half of our galleries refreshed, creating more public and special exhibition space and developing a hospitality hub that will encourage visitors to make the Museum a destination.

On the ground floor the new Tamaki Stories gallery will be the place where Auckland residents and visitors can learn about the city and its people - past, present and future. The Special Exhibitions Hall will host major international touring exhibitions, bringing the world to Auckland. Wayfinding will be addressed, ensuring visitors can easily navigate their way around this area.

The new Learning Base on level one will be delivered in FY 2019/20 and will transform the educational experience, delivering innovative education programmes facilitated by world-class learning throughout the Museum, supported by new technologies. We will be recognised as a leader in innovative educational products, partnering with individuals, communities, government and other agencies to develop programmes that enrich our offerings.

The enlarged SouthAtrium will provide a place of welcome, orientation and performance. Home to a vibrant new cafe experience, an expanded retail store and a Kai Room for those who wish to self-serve, these new amenities will offer visitors greater choice during their museum experience.

By year end the visitor experience at Auckland’s museum and war memorial will be substantially refreshed with new spaces and offerings delivering a world-class museum experience.

The FY 2019/20 Levy

Before the 1996 Auckland War Memorial Act, the Museum was funded substantially by Auckland City Council. The Act established funding from the region’s eight local and regional territorial authorities within the Auckland Region.

The Auckland War Memorial Museum was built by the people of the city; through subscription, for Aucklanders past and present, and for future generations in perpetuity. It is important to recognise that the legislation which established the levy was a direct response to Council underfunding of the Museum in favour of its many competing financial priorities of the time. By the early 1990s Auckland Museum was suffering from severe decades of neglect and underfunding caused through short-term decision making. The building was in need of repair, our services were malfunctioning, our exhibitions were outdated and our collections were lacking the appropriate care. Changes in legislation, governance and management were introduced to address this and have been in place ever since.

In 2017, the Museum produced for the first time a Five-Year Strategic Plan that outlines our key strategic priorities. Each year, the Draft Annual Plan brings these to life with greater granularity and provides key measurements for success. It provides the Council with a five-year strategic outlook, outlining our levy requests for the next five years.

The proposed levy for the Draft Annual Plan FY 2019/20 is $22,922 million, an increase of $0.788 million (2.3%). This increase will enable the Museum to meet the increasing Auckland population and meet our statutory requirements, as well as undertake planned renewal and capital investment, while enhancing our contribution to the aspirations of the Auckland Plan and To Whiti, Auckland’s Arts and Culture Strategic Plan.

Resources and funding have been allocated carefully to provide maximum community benefit from and to preserve the role of the Museum as the city’s war memorial. As can be seen from the graph opposite, while Auckland Museum appreciates that we have the potential to call on a far greater degree of funding that we require, it is important to note that we have always acted with financial and social responsibility. The funding received by the Museum reflects the size of the city’s heritage collections, the scale of our operation and service level together with the demands of the growing city we support.

Our people are what enable us to care for the building...
Looking Ahead

Priority Six of our Five-Year Strategic Plan sets targets to grow our income base. The capital works being undertaken in FY 2019/20 will enable us to grow our self-generated revenue significantly.

We are confident in our ability to achieve those targets, as evidenced by our strong performance in FY 2018/19. Total visitation was measured at 981,487 visits, a transformational shift from previous years underpinned by an appealing exhibition programme and elevated international exhibition (Shoemaker: Wonders of the World). It demonstrates the appetite of the Auckland and drive the public in attending high-interest international exhibitions. The trend is evidenced by the significant growth of our Auckland and Rest of New Zealand adult and child audience segments. Self-generated revenues was $1.08 million above full-year budget (22.8%) and $0.35 million above prior year (5%).

By FY 2022/23 we expect to deliver an increase in self-generated revenue to $2 million per annum, a 50% increase on FY 2019/20 when the Five-Year Strategic Plan was initiated. This will allow us to reduce our levy increases from FY 2021/22 from 3.5% to 2.0% per annum, while continuing to maximise community benefit and increase public good.

The Museum expresses our ongoing gratitude to Auckland Council and the people of Auckland for their support as we continue to deliver a world-class museum and war memorial the city can truly be proud of.
12 March 2019

Stephen Town
Chief Executive
Auckland Council
35 Albert Street
Auckland

Dear Stephen

Statutory Levy 2019/20
Auckland War Memorial Museum (AWMM)

As you are aware, AWMM was created through the Auckland War Memorial Museum Act 1996 (the Act). The Act sets out the objectives of AWMM, the Draft Annual Plan (DAP) process and the levy mechanism for Auckland Council’s contribution to AWMM’s funding.

Under the Act, the Museum is required to prepare and consult on the DAP. The AWMM DAP 2019/20 has been published for public consultation as per the Act. Under an Advisory and Management Agreement, Regional Facilities Auckland (RFA) is required to consider the DAP and make a submission on the document. A written and verbal submission was made by RFA within the statutory timeframes for consultation.

The RFA submission covered a wide range of areas, with ongoing correspondence between AWMM and RFA during the development of the plan. As a result, the Museum has provided additional clarity in the DAP, with prior year comparisons and planned capital expenditure by asset class.

RFA will continue to work with the Museum on Key Performance Indicators (KPIs) to be included in future DAPs, pending consultation by the Museum with the Taumata-a-Iwi in relation to Māori outcomes, and its Asset Management Plan.

The Annual Plan sets out at a high level the activities the Museum is looking to undertake during the plan year. The plan is supported by the following documents:
1. Future Museum
2. Five Year Strategic Plan
3. Research Strategy
4. He Korahi Māori: A Māori Dimension at Auckland Museum
5. Teu le Vá: The Pacific Dimension at Auckland Museum

These documents can be accessed at [http://www.aucklandmuseum.com/your-museum/about-us](http://www.aucklandmuseum.com/your-museum/about-us). In support of the levy request the Museum also provided an economic costs and benefits analysis undertaken by the Museum for FY17/18. This is attached for information.
In September 2018, Auckland Museum received accreditation into the Rainbow Tick programme. The Museum is currently working on a major capital programme which includes refreshed public spaces, improved connectivity, wayfinding, new galleries and a special exhibition hall as well as an improved hospitality precinct with a refreshed food and beverage offer. From March 2019, the South Atrium will be closed to allow work to take place safely. The capital works will also enable the Museum to grow its self-generated revenue.

The balance sheet of the Museum continues to be strong and the DAP supports increased engagement by Aucklanders – onsite, offsite and online – as well as the ongoing care of the Museum’s collections and the capital programme.

The AWMM Board has considered the submissions it received in relation to the DAP and the final version is attached for Auckland Council’s consideration. This year the Museum took additional steps to engage with the community on the plan including an article in “Our Auckland”.

**Museum funding**

RFA looks forward to continuing to work with Auckland Council on the Cultural Heritage Review, and supports the ongoing funding of the Museum as an important cultural heritage asset for Auckland and New Zealand. We also continue to support the Museums of Auckland initiative of which the museum is part.

The levy indicated within the final Draft Annual Plan is $32.29m. RFA supports the proposed levy and recommends to Council the approval of the levy (which is under the AWMM levy cap). However, we are cognisant that the final decision is a matter for consideration and agreement by Auckland Council.

RFA will continue to provide advice and support to the Mayor and Auckland Council as the process continues.

Yours sincerely

[Signature]

Chris Brooks
Chief Executive

*Attached: Auckland War Memorial Museum Final Draft Annual Plan and Auckland War Memorial Museum Economic Costs and Benefits*

*cc: Alastair Cameron Manager, CCO Governance & External Partnerships
Edward Siddle Principal Adviser, CCO Governance*
Eden Park Trust loan guarantee (Covering report)
File No.: CP2019/03275

Te take mō te pūrongo
Purpose of the report
1. To provide an update on the 15 May 2018 Finance and Performance Committee resolution for Auckland Council to take over the $40 million loan from ASB to Eden Park Trust and consider providing funding to the Eden Park Trust for a capital renewal programme.

Whakarāpopototanga matua
Executive summary
2. This is a late covering report for the above item. The comprehensive agenda report was not available when the agenda went to print and will be provided prior to the 19 March 2019 Finance and Performance Committee meeting.

Ngā tūtohunga
Recommendation/s
The recommendations will be provided in the comprehensive agenda report.
Te take mō te pūrongo

Purpose of the report

1. To receive a summary and provide a public record of memos or briefing papers for the Committee's information and any other information that may have been distributed to committee members since 19 February 2019.

Whakarāpopototanga matua

Executive summary

2. This is a regular information-only report which aims to provide greater visibility of information circulated to committee members via memo or other means, where no decisions are required.

3. The following information-only report is attached:
   - Finance and Performance Committee Work Programme to 30 June 2019 (Attachment A)

4. The following presentations/memos/reports were presented/circulated as follows:
   - 19 February 2019 – confidential briefing on City Rail Link Limited (no attachment)
   - 19 February 2019 – Confidential joint Workshop between the Finance and Performance Committee and the Planning Committee (Eden Park) (no attachment)
   - 26 February 2019 – Auckland Council submission to the Productivity Commission (Attachment B)
   - 5 March 2019 – Confidential memorandum from the Panuku Development Auckland regarding 34 Moore Street, Howick (no attachment)
   - 6 March 2019 – Confidential memorandum from Legal Services regarding weathertightness claims (no attachment)
   - 7 March 2019 – Memorandum from Corporate Property regarding an update on the Corporate Property Portfolio Strategy (Attachment C)
   - 11 March 2019 - Memorandum from Development Programme Office regarding the City Centre Targeted Rate Investment Criteria re ACCAB (Attachment D)

5. The workshop papers and any previous documents can be found on the Auckland Council website at the following link: [http://infocouncil.aucklandcouncil.govt.nz/](http://infocouncil.aucklandcouncil.govt.nz/)
   - at the top of the page, select meeting “Finance and Performance Committee” from the drop-down tab and click ‘View’
   - under ‘Attachments’, select either HTML or PDF version of the document entitled ‘Extra Attachments’.

6. Note that, unlike an agenda decision report, staff will not be present to answer questions about these items referred to in this summary. Committee members should direct any questions to the authors.
Ngā tūtohunga

Recommendation/s

That the Finance and Performance Committee:

a) receive the information report – 19 February 2019.

Ngā tāpirihanga

Attachments

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<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
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<tbody>
<tr>
<td>A</td>
<td>Finance and Performance Committee Work Programme as at 19 March 2019</td>
<td>217</td>
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<td>B</td>
<td>Auckland Council Submission to New Zealand Productivity Commission</td>
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<td>C</td>
<td>7 March 2019 – Memorandum from Corporate Property regarding an</td>
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<td>update on the Corporate property Portfolio Strategy <em>(Under Separate Cover)</em></td>
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<td>11 March 2019 - Memorandum from Development Programme Office</td>
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<td>regarding the City Centre Targeted Rate Investment Criteria re ACCAB</td>
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Ngā kaihaina

Signatories

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<tr>
<th>Author</th>
<th>Sandra Gordon - Senior Governance Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>Matthew Walker - Group Chief Financial Officer</td>
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Komiti ā Pūtea, ā Mahi Hoki
Finance and Performance Committee
FORWARD WORK PROGRAMME TO 30 JUNE 2019

The purpose of the Committee is to control and review expenditure across the Group to improve value for money; to monitor the overall financial management and performance of Auckland Council parent and Auckland Council Group; to make financial decisions required outside the annual budgeting processes and to perform the responsibilities of another committee, where it is necessary.

Priorities for 2018/19 will be on initiatives which:
1. Planning and Funding
2. Reporting and Performance
3. Value for money
4. Operational

Detailed decisions are reported at the end of this document

<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Finance and Performance Committee role - decision or direction</th>
<th>Expected timeframes</th>
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**Planning and Funding**

<p>| GM Financial Strategy &amp; Planning | Annual Budget | Statutory process | <strong>Decision</strong> to agree to the Consultation items (including Possible LTP amendment on transfer of legal ownership of properties within the council group) Adopt Consultation Document to consult with Public Consultation runs Hear feedback and deliberate budget scenarios Decisions made for Annual Budget Adopt final Annual Budget | Nov Dec 13 Feb Apr May June |
| GM Financial Strategy &amp; Planning | Budget Update (as required). This includes significant unbudgeted one-off expenditure, Financial management | <strong>Decision</strong> to agree recommended budget changes outside of AP/LTP budgeting cycle | 20 Nov 11 Dec Apr May Jun |</p>
<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Finance and Performance Committee role - decision or direction</th>
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<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Development contributions policy</td>
<td>Statutory requirement to have a DC policy  • Align capex figures from LTP</td>
<td>Note that the Governing Body has <strong>Agreed</strong> to consult on the proposed DC policy (18 October 2018). The GB will <strong>Consult</strong> on draft Development Contribution policy (19 October 2018 – 15 November 2018). The GB has <strong>Adopted</strong> the Development Contribution policy (13 December 2018)</td>
</tr>
<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Rating Policy and process</td>
<td>Rating</td>
<td><strong>Workshop</strong> on approach to rating religious properties. Refer to this matter considered as part of the Annual Budget 2019/2020</td>
</tr>
<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Infrastructure funding and financing work with Treasury</td>
<td>Financial Management</td>
<td><strong>Discuss</strong> ongoing work with central government on Crown Infrastructure Partners and Special Purpose Vehicles for major infrastructure projects – timing for committee as required</td>
</tr>
<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td></td>
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<td><strong>Briefing</strong> on council debt</td>
</tr>
<tr>
<td>GM Corporate Finance and Property</td>
<td>Weathertightness issues and provision</td>
<td>To provide an update on changes implemented to reduce the future risk of weathertightness claims as well as a summary of how the liability is calculated for accounting purposes</td>
<td><strong>Review</strong> information  Workshop held 6 March 2019</td>
</tr>
<tr>
<td>Auckland Investment Office</td>
<td>Colin Dale Park</td>
<td>Report on progress of the investigation and negotiations for Speedway (run by Springs Promotions Ltd) to move from Western Springs to Colin Dale Park.</td>
<td><strong>Endorse</strong> the Heads of Agreement and <strong>Approve</strong> to development costs. Note – Venue Development Strategy is being considered at the Planning Committee. Refer also to aspects of this matter being considered as part of the Annual Budget 2019/2020</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>Eden Park</td>
<td>Report on progress regarding the loan guarantee</td>
<td><strong>Review</strong> information and make decisions on the loan guarantee</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>City Rail Link Limited</td>
<td>Update on financial matters relating to City Rail Link Limited</td>
<td><strong>Review</strong> information and make decisions, as required</td>
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**Note:**
- Sep: September
- 20 Nov: 20 November
- 13 Feb: 13 February
- May: May
### Finance and Performance Committee role - decision or direction

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<tbody>
<tr>
<td>Te Waka Anga</td>
<td>Māori Transformational Activity and</td>
<td>To monitor progress on expenditure and delivery of Māori transformational activity (includes Te Toa Takitini) and on projects to deliver Māori outcomes. This reporting will be carried out bi-annually. To monitor progress in responding to 3 yearly Te Tiriti O Waitangi audit</td>
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<td></td>
<td>Expenditure Report</td>
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<td></td>
<td>Te Tiriti O Waitangi Audit Response Work Programme</td>
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</tbody>
</table>

### Reporting and Performance

<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
<th>Reason for work</th>
<th>Expected timeframes</th>
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</thead>
<tbody>
<tr>
<td>Property</td>
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<td>Receive Annual report Recommend to Governing Body for adoption Note: NZX announcements are presented to the Audit and Risk Committee There is a delegation from the Committee to Chair and Deputy Chair of Finance and Performance to recommend to the Mayor and CE to release the preliminary results to the NZ Stock Exchange so that Council can meet NZX reporting deadlines. Formal adoption of annual report is by the Governing Body</td>
<td>Aug Sept</td>
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<td>/logging requirement</td>
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<td>Half-yearly report</td>
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<td>GM Corporate Finance and</td>
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<tr>
<td>Property</td>
<td></td>
<td>Receive Half-yearly report Approve for release Note: NZX announcements are presented to the Audit and Risk Committee There is a delegation from the Committee to Chair and Deputy Chair of Finance and Performance to recommend to the Mayor and CE to release the preliminary results to the NZ Stock Exchange so that Council can meet NZX reporting deadlines. Document will be sent to committee members once it has been reported to the NZX on 28 February 2019</td>
<td>Feb 20 Mar</td>
</tr>
<tr>
<td>Item 14</td>
<td>Finance and Performance Committee role - decision or direction</td>
<td>Expected timeframes</td>
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<td>2018</td>
<td>2019</td>
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<td>Q1 Jul-Sep</td>
<td>Q2 Oct-Dec</td>
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<td>• Letters of Expectation for 2019/2020 SOIs – Nov</td>
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<td>• Shareholder comments on draft 2019/2020 SOIs - Apr</td>
<td></td>
</tr>
<tr>
<td>Value for Money</td>
<td></td>
<td>Decision on whether to adopt a new policy</td>
<td>Apr</td>
</tr>
<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Consideration and adoption of Group policy relating to Business Cases</td>
<td></td>
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</tr>
<tr>
<td>Operational</td>
<td></td>
<td>Decision to proceed with recommended disposals or acquisitions.</td>
<td>July 23 Oct 11 Dec</td>
</tr>
<tr>
<td>Panuku Development Auckland</td>
<td>Recommended disposals or acquisitions. These reports are as required, but generally monthly.</td>
<td>• Panuku is required through its SOI to identify and recommend to council properties that are surplus to requirements and can be considered for disposal. These include general disposals to fund LTP projects.</td>
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<td>• Panuku recommends properties for acquisition and disposal to the committee for approval where they are located within a priority development location.</td>
<td></td>
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<tr>
<td>Lead</td>
<td>Area of work</td>
<td>Reason for work</td>
<td>Finance and Performance Committee role - decision or direction</td>
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<tr>
<td>GM Corporate Finance and Property</td>
<td>Property portfolio</td>
<td>To provide an update on progress of the Corporate Property Portfolio roll out and where required seek approval for any property transactions</td>
<td>Regular reporting</td>
</tr>
<tr>
<td>Engineering &amp; Technical Services / Treasury &amp; Financial Transactions / Procurement</td>
<td>Consideration and adoption of Group policies for Performance Bonds</td>
<td>Mayoral Office request</td>
<td>Decide whether to amend current policy</td>
</tr>
</tbody>
</table>
| CCO/External Partnerships | Funding and Levies (including Auckland Regional Amenities, MOTAT and Auckland War Memorial Museum) | Statutory process
- RFA respond to draft levy for MOTAT and AWMM (on behalf of council)
- December F&P - approve council submission to draft ARAFB Funding Plan
- March F&P – approve annual funding levies for ARAFB, MOTAT, AWMM
- March F&P (G Body) – approve ARAFB draft
- May F&P – approve annual IMSB funding.
- May and June 2019 - nine amenities present to F&P committee | Decision to approve submission on draft Funding Plan
Decision to approve levies | 11 Dec 19 Mar May 19 June |
| Parks, Sports and Recreation | Loan restructuring (committee dates as required) | Responding to proposals and recommendations | Decision to approve proposed restructuring |  |
## Detailed decisions - Komiti ā Pūtea, ā Mahi Hoki
### Finance and Performance Committee
### FORWARD WORK PROGRAMME TO 30 JUNE 2019

<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
<th>Finance and Performance Committee role - decision or direction</th>
<th>Detailed decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Annual Budget</td>
<td><strong>Decision to agree the Consultation items</strong>&lt;br&gt;Adopt Consultation Document to consult with Public Consultation runs&lt;br&gt;Hear feedback and deliberate budget scenarios&lt;br&gt;Decisions made for Annual Budget&lt;br&gt;Adopt final Annual Budget</td>
<td>For information on the previous long-term/annual plan processes, please refer to the table at the end of this document.</td>
</tr>
<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Budget Update (as required). This includes significant unbudgeted one-off expenditure.</td>
<td><strong>Decision to agree recommended budget changes outside of AP/LTP budgeting cycle</strong></td>
<td>For information on previous decisions, please refer to the table at the end of this document.</td>
</tr>
<tr>
<td>Lead</td>
<td>Area of work</td>
<td>Finance and Performance Committee role - decision or direction</td>
<td>Detailed decisions</td>
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<tr>
<td>GM Financial Strategy &amp; Planning</td>
<td>Treasury and debt management</td>
<td><strong>Briefing</strong> on council debt</td>
<td>21/11/18 – <a href="#">Workshop on Debt Management Strategy</a></td>
</tr>
<tr>
<td>and Treasurer and GM Financial</td>
<td></td>
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<tr>
<td>Transactions</td>
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<tr>
<td>Auckland Investment Office</td>
<td>Dividend reinvestment plan</td>
<td><strong>Decision</strong> to agree required to approve Dividend Reinvestment Plan</td>
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<tr>
<td>GM Corporate Finance and Property</td>
<td>Weathertightness issues and provision</td>
<td><strong>Review</strong> information</td>
<td>6/319 – Confidential workshop held</td>
</tr>
<tr>
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<tr>
<td>Executive Director, Auckland</td>
<td>Colin Dale Park</td>
<td><strong>Endorse</strong> the Heads of Agreement and <strong>Approve</strong> to development costs.</td>
<td>20/11/18 – <a href="#">Update on Speedway Relocation</a> FIN/2018/184 and FIN/2018/185</td>
</tr>
<tr>
<td>Auckland Investment Office</td>
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<tr>
<td>Chief Financial Officer</td>
<td>Eden Park</td>
<td><strong>Report</strong> on progress regarding the loan guarantee</td>
<td>13/2/19 – Confidential workshop held</td>
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<tr>
<td>Chief Financial Officer</td>
<td>City Rail Link Limited</td>
<td><strong>Update</strong> on financial matters relating to City Rail Link Limited</td>
<td>19/2/19 – Confidential briefing held</td>
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<td></td>
<td>Te Tiriti O Waitangi Audit Response Work Programme</td>
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<td>13/12/17 - <a href="#">Te Toa Tikitiri - Quarter One Māori Responsiveness portfolio report</a> FIN/2016/159</td>
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<td>20/03/18 – <a href="#">Quarter Two Report for 2017/2018 financial year</a> FIN/2017/28/14</td>
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<td>12/12/17 – <a href="#">Report</a> FIN/2017/291</td>
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<td>24/7/18 – <a href="#">Te Tiriti o Waitangi Report 2018</a> FIN/2018/115</td>
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<td>17/10/18 – <a href="#">Update on the independent assessment of expenditure incurred by Auckland Council to deliver Māori outcomes</a> FIN/2018/46</td>
</tr>
<tr>
<td></td>
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<td>17/10/18 – <a href="#">Auckland Council group – programmes and projects that have delivered Māori outcomes in 2017/2018</a> FIN/2018/115</td>
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<td>17/10/18 – <a href="#">2018 Treaty Audit Response Programme</a> FIN/2018/115</td>
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<tr>
<td>Item 14</td>
<td>Lead</td>
<td>Area of work</td>
<td>Finance and Performance Committee role - decision or direction</td>
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<td>Reporting and Performance</td>
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<tr>
<td></td>
<td>GM Corporate Finance and Property</td>
<td>Annual Report</td>
<td>Receive Annual report Recommend to Governing Body for adoption Note: NZX announcements are presented to the Audit and Risk Committee There is a delegation from the Committee to Chair and Deputy Chair of Finance and Performance to recommend to the Mayor and CE to release the preliminary results to the NZ Stock Exchange so that Council can meet NZX reporting deadlines. Formal adoption of annual report is by the Governing Body</td>
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<tr>
<td></td>
<td>GM Corporate Finance and Property</td>
<td>Half-yearly report</td>
<td>Receive Half-yearly report Approve for release Note: NZX announcements are presented to the Audit and Risk Committee There is a delegation from the Committee to Chair and Deputy Chair of Finance and Performance to recommend to the Mayor and CE to release the preliminary results to the NZ Stock Exchange so that Council can meet NZX reporting deadlines.</td>
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</tbody>
</table>
| Manager Corporate & Local Board Performance | Performance Reporting quarterly - parent | **Receive** generally no decisions | 13/12/16 - Auckland Council organisation report for the period 1 July 2016 to 30 September 2016  FIN/2016/160  
21/2/17 - Auckland Council organisation performance report for the period 1 July 2016 to 31 December 2016  FIN/2017/9  
26/5/17 - Auckland Council organisation performance report for the period 1 July 2016 to 31 March 2017  FIN/2017/68  
21/09/17 - Organisation Performance 1 July 2016 – 30 June 2017  FIN/2017/133  
24/11/17 - 1 July 2017 – 30 September 2017  FIN/2017/177  
12/03/18 - 1 July 2017 – 31 December 2017  FIN/2018/34  
17/10/18 – Auckland Council parent performance report for the period 1 July 2017 to 30 June 2018  
14/11/18 – Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018  FIN/2018/169 |
11/4/17 – CCOs second quarter report for 31 December 2017  
26/5/17 – Council-controlled organisations third quarter report for 31 March 2017  FIN/2017/69  
21/09/17 - Fourth quarter report for 30 June 2017 (public excluded)  FIN/2017/130  
24/11/17 - First quarter report for 30 September 2017  FIN/2017/178  
12/03/18 – Second quarter report ending 31 December 2017  FIN/2018/18  
31/5/18 – Approval of council-controlled organisations accountability policy  FIN/2018/91  
17/10/18 – Council-controlled organisation fourth quarter report ending 30 June 2018  
23/10/18 – Workshop on Council Controlled Organisations letters of expectation, statements of intent and quarterly reporting  
4/11/18 – Auckland Council Group, the Council entity and CCO quarterly performance reports to 30 September 2018  FIN/2018/169 |
<table>
<thead>
<tr>
<th>Item 14</th>
<th>Lead</th>
<th>Area of work</th>
<th>Finance and Performance Committee role - decision or direction</th>
<th>Detailed decisions</th>
</tr>
</thead>
</table>
| | GM Financial Strategy & Planning | Performance Reporting quarterly - group | **Receive** generally no decisions | 13/12/16 - Auckland Council Group first quarter financial results to 30 September 2016 FIN/2016/161  
21/3/17 - Auckland Council Group quarterly financial report and financial results to 31 December 2016 FIN/2017/28  
26/5/17 - Auckland Council Group quarterly financial report and financial results to 31 March 2017 FIN/2017/70  
24/11/17 - Quarterly financial report and financial results to 30 September 2017 FIN/2017/176  
12/03/2018 - Six monthly financial results to 31 December 2017 FIN/2018/32  
6/6/18 – Auckland Council Group quarterly financial report and financial reports to 31 March 2018 FIN/2018/95  
17/10/18 – Auckland Council and group financial performance for the year ended 30 June 2018 |
| | | | | |
| | GM Financial Strategy & Planning | Consideration and adoption of Group policy relating to Business Cases | **Decision** on whether to adopt a new policy | 19/9/17 – Approval of Group Policies FIN/2017/121 |
| | Panuku Development Auckland | Recommended disposals or acquisitions. These reports are as required, but generally monthly. | **Decision** to proceed with recommended disposals or acquisitions. | Note: A full list of properties to be disposed or acquired is included at the end of this document. |
| | GM Corporate Finance and Property | Property portfolio | **Regular** reporting | 29/3/18 – Workshop on corporate property strategy  
17/4/18 – Corporate Accommodation Disposal Recommendation, Corporate Property Portfolio Strategy FIN/2018/58  
15/5/18 – Corporate Accommodation Disposal Recommendation, Corporate Property Portfolio Strategy FIN/2018/73  
20/11/18 – Disposal of Corporate Accommodation, Corporate Property Portfolio Strategy FIN/2018/188 |
<p>| | Engineering &amp; Technical Services / Treasury &amp; Financial Transactions / Procurement | Consideration and adoption of Group policies for Performance Bonds | <strong>Decide</strong> whether to amend current policy | 12/3/18 – Green Bond Framework Establishment and Potential Green Bond Issuance FIN/2018/31 |</p>
<table>
<thead>
<tr>
<th>Lead</th>
<th>Area of work</th>
<th>Finance and Performance Committee role - decision or direction</th>
<th>Detailed decisions</th>
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</thead>
</table>
| CCO/External Partnerships     | Auckland Regional Amenities Levy MOTAT and Auckland War Memorial Museum Levy | **Decision** to approve submission on draft Funding Plan **Decision** to approve levies                | 21/2/17 – Presentations from amenities - New Zealand Opera, Auckland Theatre Company, Coastguard Northern Region, Watersafe Auckland and Surf Life Saving Northern Region FIN/2017/4  
21/2/17 – Auckland Regional Amenities draft funding plan 2017-2018, proposed Auckland Council submission FIN/2017/5  
21/3/17 – Presentations from amenities – Stardome Observatory and Planetarium; New Zealand Maritime Museum; Auckland Philharmonia Orchestra; Auckland Rescue Helicopter Trust; and Auckland Arts Festival FIN/2017/18  
21/3/17 - Approval of Auckland Regional Amenities Funding Act levy 2017/2018 FIN/2017/19  
27/2/18 - Presentations from amenities – Auckland Festival Trust; Surf Life Saving Northern Region; Auckland Theatre Company; and Stardome Observatory and Coastguard Northern Region FIN/2018/5  
20/3/18 - Integration of NZ Maritime Museum to Regional Facilities Auckland FIN/2018/37  
20/3/18 - Presentations from amenities – NZ Opera; Auckland Philharmonia Orchestra; Auckland Rescue Helicopter; and Drowning Prevention Auckland/Watersafe Auckland Inc FIN/2018/38  
17/4/18 – approval of Auckland Regional Amenities Funding Act levy FIN/2018/63  
23/5/18 – AWMM letter – approval of 2017/2018 levy  
11/12/18 - Auckland Regional Amenities Funding Board: Delegate approval of Auckland Council’s submission to the 2019/2020 Levy FIN/2018/179  
19/2/19 – Submission on ARAFA funding proposal FIN/2019/11 |
| Parks, Sports and Recreation | Loan restructuring (committee dates as required) | **Decision** to approve proposed restructuring                                                      |                                                                                                                                                                                                                   |
## Previous annual/long-term plan processes

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Subject</th>
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<tbody>
<tr>
<td>13/12/16</td>
<td>Annual Budget 2017/2018 – Mayoral Proposal on items for Public Consultation FIN/2016/173</td>
</tr>
<tr>
<td>1/6/17</td>
<td>Annual Budget 2017/2018 - Overview to decision-making FIN/2017/73</td>
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<td>Annual Budget 2017/2018 - Local Board budget update FIN/2017/74</td>
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<td>Annual Budget 2017/2018 – Local Board Feedback FIN/2017/75</td>
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<tr>
<td>31/5/18</td>
<td>10-year Budget</td>
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<td>31/5/18 – 10-year Budget 2018-2018 Mayor’s final proposal FIN/208/77-84</td>
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<td>31/5/18 – Proposal for One Local Initiatives FIN/2018/85</td>
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<td>Rodney Local Board Targeted Rate; Rodney Local Board Decision FIN/2018/87</td>
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<td>31/5/18 – Fees, charges and other rating matters FIN/2018/89</td>
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<td>31/5/18 – Adoption of the Rates Remission and Postponement Policy FIN/2018/92</td>
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<td>31/5/18 – Contributions Policy FIN/2018/90</td>
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<td>Adopted by the Governing Body: 31/5/18 GB/2018/91</td>
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<td>Regional Fuel Tax GB/2018/90</td>
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<tr>
<td>13/2/19</td>
<td>Annual Budget 2019/2010</td>
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<tr>
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<td>13/2/19 – Transfer of legal ownership of properties within the council group FIN/2019/2 Adopted by Governing Body GB/2019/1</td>
</tr>
<tr>
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<td>13/2/19 – Amendments to the Revenue and Financing Policy and Rates Remission and Postponement Policy FIN/2019/4 Adopted by Governing Body GB/2019/6</td>
</tr>
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</table>

## Panuku disposals/service property optimisation/land exchanges and acquisitions resolutions:

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Property Address</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>13/12/16</td>
<td>Report Units 1-28/150 Mt Wellington Highway, Mt Wellington; and 1/16 Sarona Avenue, Glen Eden</td>
<td>FIN/2016/157</td>
</tr>
<tr>
<td>21/2/17</td>
<td>Report 523a Ellerslie-Panmure Highway, Mt Wellington; and 525-529 Ellerslie-Panmure Highway, Mt Wellington</td>
<td>FIN/2017/3</td>
</tr>
<tr>
<td>21/2/17</td>
<td>Report Land up to 9ha to NZTA for the Northern Corridor Improvements Project</td>
<td>FIN/2017/7</td>
</tr>
<tr>
<td>21/2/17</td>
<td>Report Statutory land exchange process – Rosedale Park</td>
<td>FIN/2017/8</td>
</tr>
<tr>
<td>21/3/17</td>
<td>Report Part of 770R Great South Road, Manukau</td>
<td>FIN/2017/25</td>
</tr>
<tr>
<td>11/4/17</td>
<td>Report 19 Anzac Road, Browns Bay (deferred); 6 Butler Avenue, Papatoetoetoe; part of 129R Baards Road, Otara; 315A Glengarry Road, Glen Eden; Section 1 East Coast Road, Redvale; 78a Great South Road, Papakura; Section 1 493 State Highway 16, Kumeu; Allotment 137 Ahuroa Parish, Woodcocks Road, Woodcocks; Allotment 138 Ahuroa Parish, Woodcocks Road, Woodcocks; Allotment 139 Ahuroa Parish, Woodcocks Road, Woodcocks; Allotment 140 Ahuroa Parish, Woodcocks Road, Woodcocks; Allotment 141 Ahuroa Parish, Woodcocks Road, Woodcocks; and Allotment 147 Ahuroa Parish, Woodcocks Road, Woodcocks</td>
<td>Resolutions - FIN/2017/49, FIN/2017/50</td>
</tr>
<tr>
<td>Meeting Date</td>
<td>Property Address</td>
<td>Resolution</td>
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<tr>
<td>23/5/17</td>
<td>3 Memorial Drive, New Lynn</td>
<td>FIN/2017/57</td>
</tr>
<tr>
<td>26/7/17</td>
<td>55a Alnwick Street, Warkworth; 45 Orahia Road, Huapai; 32 Harbourview Road, Te Atatu; 145a West Tamaki Road, Glen Innes; 343 Swanson Road, Ranui; 24 Waipuna Road, Mt Wellington; 26 Waipuna Road, Mt Wellington; 27b Waipuna Road, Mt Wellington; 1/77 Waipuna Road, Mt Wellington; 93 Waipuna Road, Mt Wellington; 134a Waipuna Road, Mt Wellington; and 3/139b Waipuna Road, Mt Wellington</td>
<td>FIN/2017/97</td>
</tr>
<tr>
<td>17/4/18</td>
<td>Unlock Panmure - 5 Mountain Road, Mount Wellington; 59a Mountain Road, Mount Wellington; 3 Mountwell Crescent, Mount Wellington; 7 Mountwell Crescent, Mount Wellington; 3 Kings Road, Panmure; 15 Forge Way, Mount Wellington; 7 and 9 Jellicoe Road, Mount Wellington; 30-34 Potaka Lane, Panmure; 486-492 Elerslie-Panmure Highway, Mt Wellington; 516 Elerslie-Panmure Highway, Mount Wellington; Former 528 Elerslie-Panmure Highway, Mount Wellington; 530 Elerslie-Panmure Highway, Mount Wellington; 532-534 Elerslie-Panmure Highway, Mount Wellington; 535 Elerslie-Panmure Highway, Mount Wellington; 536 Elerslie-Panmure Highway, Mount Wellington; 7-11 Queens Road, Panmure; 39-41 Queens Road, Panmure; 11-13 Lagoon Drive, Panmure; 16 Lagoon Drive, Panmure; 20 Lagoon Drive, Panmure; 22 Lagoon Drive, Panmure; 26 Lagoon Drive, Panmure; 28 Lagoon Drive, Panmure; 30 Lagoon Drive, Panmure; 32-34 Lagoon Drive, Panmure; 1-19/10 Basin View Lane, Panmure; 23 Domain Road, Panmure; and 29-30 Pilkington Road, Mount Wellington.</td>
<td>FIN/2018/59</td>
</tr>
<tr>
<td>15/8/17</td>
<td>187 Flat Bush School Road, Flat Bush; Unlock Old Papatoetoe - 17 St George Street, Papatoetoe; part 27 St George Street, Papatoetoe; 104 St George Street, Papatoetoe; and 109 St George Street, Papatoetoe</td>
<td>FIN/2017/108, FIN/2017/109</td>
</tr>
<tr>
<td>24/10/17</td>
<td>19 Anzac Avenue, Browns Bay; 10 Felton Matthew Avenue, St Johns; and part Bombay Road, Bombay</td>
<td>FIN/2017/110, FIN/2017/144, FIN/2017/145</td>
</tr>
<tr>
<td>21/11/17</td>
<td>Unlock Avondale - 93-99 Rosebank Road, Avondale</td>
<td>FIN/2017/168</td>
</tr>
<tr>
<td>12/12/17</td>
<td>80 Vincent Street, Howick (motion lost); 41 Cheshire Street, Parnell; 108 Hepburn Street, Freemans Bay; 9 Matama Street, Glen Eden; and 58/7 Rowlands Road, Mt Wellington</td>
<td>FIN/2017/204</td>
</tr>
<tr>
<td>27/2/18</td>
<td>61-117 Clark Road, Hobsonville; and New Windsor Road, Avondale (SPO)</td>
<td>FIN/2018/3, FIN/2018/11</td>
</tr>
<tr>
<td>20/3/18</td>
<td>3.8ha of reserve land in Upper Harbour Local Board for New Zealand Transport Agency Northern Corridor Improvements</td>
<td>FIN/2018/18</td>
</tr>
<tr>
<td>17/4/18</td>
<td>156 Blockhouse Bay, Avondale; 2a Stokes Road, Mt Eden; 570 Great South Road, Papatoetoe; 139 Kolmar Road, Papatoetoe; and 66R Hallberry Road, Mangere East</td>
<td>FIN/2018/60</td>
</tr>
<tr>
<td>24/7/18</td>
<td>132 Green Lane East, Greenlane; 28 Lockwood Road, Papakura; Adjacent to 1/18 Edwin Freeman Place Ranui; and Adjacent 18 Parris Cross Road, Henderson.</td>
<td>FIN/2018/113</td>
</tr>
<tr>
<td>18/9/18</td>
<td>30R Birmingham Road, Otara; and 8 Hiwi Crescent, Stanmore Bay</td>
<td>FIN/2018/136</td>
</tr>
<tr>
<td>20/11/18</td>
<td>34 Moore Street, Howick</td>
<td>FIN/2018/187</td>
</tr>
<tr>
<td>11/12/18</td>
<td>26-32 O’Shanprises Street, Papakura; 36 Coles Crescent, Papakura; 22 and 28A Waipuna Road, Mt Wellington; and 5Z Butler Avenue, Papatoetoe</td>
<td>FIN/2018/178</td>
</tr>
</tbody>
</table>
## Budget Update:

<table>
<thead>
<tr>
<th>Date</th>
<th>Property address(es)</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>13/12/16</td>
<td>Additional OPEX budget of up to $104,000 to conduct a by-election for a Howick Local Board Member; and release of $2.7m from existing budget for Putney Way streetscape upgrade, ahead of the Transform Manukau business case</td>
<td>FIN/2016/164</td>
</tr>
<tr>
<td>21/3/17</td>
<td>Additional CAPEX budget of $960,000 to complete Freyberg Place upgrade; new OPEX budget of $80,000 for Karangahape Road destination marketing; contribution of $300 to the city feature lighting project (led by Heart of the City) – both funded from the City Centre Targeted Rate reserve.</td>
<td>FIN/2017/29</td>
</tr>
<tr>
<td>20/6/17</td>
<td>Conversion of $3.1m CAPEX budget for multi-purpose community facility in Takanini</td>
<td>FIN/2017/30</td>
</tr>
<tr>
<td>26/7/17</td>
<td>Purchase of additional trains (rescinded 24/10/17 FIN/2017/189)</td>
<td>FIN/2017/98</td>
</tr>
<tr>
<td>19/9/2017</td>
<td>Release and allocate Takapuna off-street car park reserve fund $4,296,111 to the Gasometer public car park project; release $6.1m from existing Transform Manukau $2.6 CAPEX and $2m OPEX and Transform Onehunga $1.5 OPEX.</td>
<td>FIN/2017/123</td>
</tr>
<tr>
<td>24/10/17</td>
<td>Approve procurement of 15 3-car electric multiple units of $133m; release of Franklin Parking Reserve Fund ($128,214) for upgrade of carpark at Kitchener Road, Waiuku; OPEX of $828,000 for two by-elections; OPEX budget of $115,400 for by-election for Waitemata Local Board.</td>
<td>FIN/2017/141</td>
</tr>
<tr>
<td>12/12/17</td>
<td>Update on the purchase of additional trains for Metro Rail</td>
<td>FIN/2017/205</td>
</tr>
<tr>
<td>27/2/18</td>
<td>Up to $3.2m CAPEX for fit-out for ATEED office and up to $0.8m OPEX for make good of current head office; $3.85m CAPEX for Rawene remedial works; updated city centre targeted rate-funded work programme; and property acquisitions at 155-167 Fanshawe Street and 100 Halsey Street, Auckland</td>
<td>Resolutions - FIN/2018/17, FIN/2018/18</td>
</tr>
<tr>
<td>17/4/18</td>
<td>Up to $740,000 of additional expenditure ($655,000 OPEX and $85,000 CAPEX) to manage kauri dieback; two additional FTE employees and out-sourced contractors to manage the closures and noting additional expenditure to be prioritised for kauri dieback work such as track improvements, upgrades, landowner support, hygiene station upgrades and washdown facilities.</td>
<td>FIN/2018/65</td>
</tr>
<tr>
<td>11/12/18</td>
<td>Confidential Budget Update report</td>
<td></td>
</tr>
</tbody>
</table>
Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the Finance and Performance Committee

a) exclude the public from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

<table>
<thead>
<tr>
<th>Reason for passing this resolution in relation to each matter</th>
<th>Particular interest(s) protected (where applicable)</th>
<th>Ground(s) under section 48(1) for the passing of this resolution</th>
</tr>
</thead>
</table>
| The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. | s7(2)(h) - The withholding of the information is necessary to enable the local authority to carry out, without prejudice or disadvantage, commercial activities.  
  s7(2)(i) - The withholding of the information is necessary to enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).  
  In particular, the report contains commercially sensitive information that could prejudice council's position in negotiations with waste services suppliers. | s48(1)(a)  
  The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7. |