

**ATEED Board Interests and Conflicts Register**

<b>Director</b>	<b>Interests and Conflicts</b>
Mark Franklin	<p>           Director, Precinct Management Limited (3014500)            Director, Te Kuha General Partner Limited (3378973)            Director, Aquaclear Dewatering Technology Limited (1421603)            Director, Rangitira Developments Limited (636073)            Director, Stevenson Engineering Limited (1421605)            Director, Stevenson South Island Limited (1908766)            Director, Stevenson Group Limited (827774)            Director, Drury South Limited (1488624)            Director, Stevenson Agriculture Limited (1645457)            Director, Auckland Regional Chamber Of Commerce &amp; Industry Limited (364056)            Director, Lochinver Station Limited (1488629)            Director, Oteha Valley Investments Limited (1856790)            Director, Cloudview Holdings Limited (1025273)            Director, Stevenson Properties (2015) Limited (2164755)            Director, Stevenson Mining Limited (1274011)            Director, Stevenson Waikato Limited (697315)         </p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>
<b>Director</b>	<b>Roles &amp; Responsibilities outside of ATEED</b>
Evan Davies	<p>           Chair, Capital Investment Committee            Chair, Hospital Redevelopment Partnership Group            Chair, Tamaki Regeneration Company (5840214)            Trustee, Anglican Trust for Women and Children            Trustee, Auckland Arts Festival            Trustee, Auckland City Mission            Trustee, Melanesian Mission Trust Board            Director, Todd Property Group Limited (2291506)         </p>

	<p>Director, Flinders Mines          Director, BBIG Group          Director, Western Hills Holdings Limited (6948733)</p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>
<b>Director</b>	<b>Roles &amp; Responsibilities outside of ATEED</b>
Mike Taitoko	<p>Director and Shareholder of Waiora Consulting Limited (5330302)          Director and Shareholder of Takiwa Limited (3887379)          Director, Canvasland Holdings Limited (429999)          Director, Maratini Holdings Limited (6261547)          Director, Mercury LTI Limited (4387380)          Director, Mercury NZ Limited (936901)          Director, Takiwa Health Limited (5783499)          Director, Toha Foundry, (7108533)          Advisory Board Member of Massey University School of Business</p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>
<b>Director</b>	<b>Roles &amp; Responsibilities outside of ATEED</b>
Carol Cheng	<p>Director and Shareholder, Hong Consulting Limited (5693050)          Director and Shareholder, CYWE Trustee Limited (4598981)          Director and Shareholder, CYWE Trading Limited (6290857)          Shareholder, Eastland Property Services Limited (5839364)          Shareholder, Auckland International Airport Limited (380357)          Shareholder, Spark New Zealand Limited (5539397)          Shareholder, Comvita Limited (194391)          Shareholder, SkyCity Entertainment Group Limited (610568)</p>

	<p>Executive Board Member, New Zealand China Trade Association  Treasurer, New Zealand China Trade Association</p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>
<b>Director</b>	<b>Roles &amp; Responsibilities outside of ATEED</b>
Stuart McCutcheon	<p>Director, Lexington Properties Limited (1605485)  Chairman of Directors, Auckland UniServices Limited (373821)  Deputy Chairman, Universities New Zealand (Until 31 December 2019)  Director, Universitas 21 International University Network  Council Member, University of Auckland  Trustee and Board Member, King's School  Trustee, U.S. Friends of The University of Auckland</p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>
<b>Director</b>	<b>Roles &amp; Responsibilities outside of ATEED</b>
Daniel Walker	<p>Director and Shareholder, Korowai Hikuroa Consulting Limited (7387217)  Deputy Chairperson, New Zealand Māori Tourism Society  Pou Tuarā o Te Rūnanga o Ngāti Ruanui Trust  Shareholder, Ngati Ruanui Tahua Limited (4444323)  Director, Centre for Social Impact New Zealand Limited (4675999)  Director, School of Indigenous Studies Limited (6533414)  Director, Whanau Mārama Parenting Limited (3491811)  Shareholder, Ngati Ruanui Fishing Limited (1773938)  Trustee of Ngā Whaotapu  Trustee of Meremere Marae Charitable Trust  Board of Trustee of Stanmore Bay Primary School  Advisory Board Chair of Indigenous Growth Limited  Advisory Board of Massey University Executive Education</p>

	<p>Digital Advisory Board of MIT          Member of the Registered Celebrants of Aotearoa          Trustee of Tahu Hikuroa Foundation          Chair of Executive Committee - University of Auckland Māori Alumni</p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>
<p><b>Director</b></p>	<p style="text-align: center;"><b>Roles &amp; Responsibilities outside of ATEED</b></p>
<p>Ziena Jalil</p>	<p>Director and Shareholder, Kings Drive Limited (6289072)          Director and Shareholder, Athene Collaborative Limited (6734694)          Director and Shareholder, Myyodaa Limited (7123393)          Board Member, Cancer Society, Auckland, Northland          Advisory Board Member, New Zealand Asian Leaders</p> <p>Party to a Deed of Indemnity and Undertaking between the Director and the Company and an insured party under a Directors and Officers Liability Insurance Policy and a Defence Costs Insurance Policy arranged and funded by the Company</p>

## Board Meeting Agenda

Tuesday 26 November 2019 – Hau Raki, Level 7, 167b Victoria Street West.

Item	Subject	Presented By	Action	Start Time	Duration
	<b>OPEN AGENDA</b>				
1	Apologies		To Note	1:15pm	30
2	Open Minutes 29 October 2019 and Open Action Tracker	Correen Painter	To Approve		
3	Directors Interest Register, Conflicts of Interest Declaration	Mark Franklin	To Note		
	WLCN and EJP Presentation	Grant Hewitt			
4	Finance Report	Jacky Hollingsworth	To Note		
5	Chief Executive's Monthly Report	Nick Hill	To Note		
	<b>Close Open Meeting</b>			1:45pm	

# Finance Report, month ending October 2019

Report to Auckland Tourism, Events and Economic Development Chairman and Board

Summary Revenue Statement												TABLE 1	
For the Period Ended 31 October 2019												\$000's	
Month			Year to Date						Full Year				
Actual	Forecast	Variance		Actual	Forecast	Variance	Forecast ***	Revised Budget	Approved changes **	Budget	Last Year		
			<b>Net operational expenses:</b>										
3,549	3,685	136	Destination	6,947	7,095	148	23,762	23,762	(75)	23,837	21,680		
822	1,192	370	Economic Development	3,439	3,834	395	16,007	14,449	0	14,449	13,951		
0	31	31	Local Board Activity	93	123	31	747	747	175	571	841		
697	746	49	Strategy	2,092	2,152	60	6,107	6,195	377	5,818	5,128		
436	424	(12)	Operational Support	1,866	1,890	23	3,984	5,454	(302)	5,756	7,088		
5,504	6,078	574	<b>Operating deficit before Council funding</b>	14,437	15,094	657	50,606	50,606	175	50,431	48,688		
5,507	6,078	571	Approved opex funding	14,439	15,094	655	50,606	50,606	175	50,431	48,688		
<b>3</b>	<b>0</b>	<b>(3)</b>	<b>Operating Deficit</b>	<b>3</b>	<b>(0)</b>	<b>(3)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>		
0	8	8	Capex funding	12	21	8	198	198	0	198	3,096		
244	243	(0)	Depreciation and Divestments	970	970	1	3,023	3,124	0	3,124	5,044		
<b>(241)</b>	<b>(235)</b>	<b>6</b>	<b>Surplus</b>	<b>(955)</b>	<b>(950)</b>	<b>5</b>	<b>(2,825)</b>	<b>(2,925)</b>	<b>(0)</b>	<b>(2,925)</b>	<b>(1,947)</b>		

## Key Points

Net operating expenditure for YTD Oct-19 result is \$14.4m, \$0.7m under forecast of \$15.1m with:

- **Destination** tracking to forecast with minor variance of \$0.1m;
- **Economic Development** under forecast by \$0.4m, largely driven by new leases in Auckland and the Film Studios;
- Locally Board Driven Initiatives (**LDIs**) minor variances relates to timing;
- **Strategy** under forecast by \$0.1m, driven by timing of advertising, marketing & research;
- **Operational Support** is on forecast
- Depreciation is excluded from the net operating expenditure as this is a non-cash/non-council funded item.

## Revenue Statement

Revenue Statement												TABLE 2
For the Period Ended 31 October 2019												\$000's
Month			Year to Date				Full Year					
Actual	Forecast	Variance		Actual	Forecast	Variance	Forecast ***	Budget	Approved changes **	Budget	Last Year	
			<b>Operational revenue</b>									
36	50	(14)	Fees and user charges	342	352	(10)	598	648	0	648	612	
197	183	14	Grants and subsidy revenue	929	922	6	2,985	2,714	(35)	2,748	2,229	
213	223	(10)	Sponsorship	365	375	(10)	1,914	1,804	0	1,804	1,228	
1,691	1,688	3	Property rental revenue	6,620	6,629	(9)	18,825	14,586	0	14,586	12,418	
116	124	(8)	Sundry revenue	546	603	(57)	4,609	1,898	0	1,898	1,465	
<b>2,253</b>	<b>2,268</b>	<b>(15)</b>	<b>Total Operating revenue</b>	<b>8,802</b>	<b>8,881</b>	<b>(79)</b>	<b>28,931</b>	<b>21,649</b>	<b>(35)</b>	<b>21,684</b>	<b>17,952</b>	
			<b>Total Operating expenditure</b>									
2,021	1,914	(107)	Staff costs	7,838	7,756	(82)	24,809	24,991	(42)	25,033	21,539	
675	848	173	Professional fees, consultancy & contractors	1,996	2,279	283	8,962	6,386	(412)	6,798	7,084	
1,812	1,952	140	Grants, contributions, sponsorship	3,271	3,394	123	10,119	9,654	438	9,217	10,917	
1,609	1,710	102	Occupancy	6,497	6,614	117	19,775	16,308	0	16,308	14,278	
115	144	29	Travel & entertainment	442	439	(3)	1,658	1,113	8	1,105	1,357	
930	1,182	251	Advertising, marketing & research	1,951	2,236	285	10,492	10,902	0	10,902	8,337	
595	596	0	Other expenditure on activities	1,244	1,257	13	3,722	2,901	149	2,752	3,129	
<b>7,757</b>	<b>8,346</b>	<b>588</b>	<b>Total Operating expenditure</b>	<b>23,239</b>	<b>23,975</b>	<b>737</b>	<b>79,537</b>	<b>72,255</b>	<b>140</b>	<b>72,115</b>	<b>66,640</b>	
<b>5,504</b>	<b>6,078</b>	<b>574</b>	<b>Operating deficit before Council funding</b>	<b>14,437</b>	<b>15,094</b>	<b>657</b>	<b>50,606</b>	<b>50,606</b>	<b>175</b>	<b>50,431</b>	<b>48,688</b>	
<b>244</b>	<b>243</b>	<b>(0)</b>	<b>Depreciation and Divestments</b>	<b>970</b>	<b>970</b>	<b>1</b>	<b>3,023</b>	<b>3,124</b>	<b>0</b>	<b>3,124</b>	<b>5,044</b>	

### Total Operating Revenue:

YTD operating revenue is tracking to forecast.

### Total Operating Expenditure:

YTD Operating expenditure is \$0.7m lower than forecast with key variances in:

- **Staff Costs, \$0.1m higher**, result of variances across ATEED;
- **Professional Fees, consultancy & contractors, \$0.3m lower**, mainly driven by various projects within the investment team;
- **Grants, Contributions, Sponsorship, \$0.1m lower**, mainly due to timing of event milestones;
- **Occupancy, \$0.1m lower**, relating to new lease arrangements in Auckland and the Film Studios noting that these have an incremental revenue offset;
- **Advertising, marketing & research, \$0.3 lower**, due to underspends within Brand Services for the Auckland Narrative, Comms & Media, and across the Destination in Study Auckland and Economic Development divisions;

## Summary Statement of Financial Position

<b>Statement of Financial Position, ATEED Group</b>		
<b>As at 31 October 2019</b>		
<b>TABLE 4</b>	<b>YTD</b>	<b>\$000's Jun-19</b>
<b>Current assets</b>		
Cash and cash equivalents	-19	318
Receivables and prepayments	13,827	19,996
<b>Total current assets</b>	<b>13,808</b>	<b>20,313</b>
<b>Current liabilities</b>		
	<b>10,250</b>	<b>16,715</b>
<b>Working capital</b>	<b>3,558</b>	<b>3,598</b>
<b>Non-current assets</b>		
Receivables and prepayments (non-current)	3	4
Property, plant and equipment	17,131	18,147
<b>Total non-current assets</b>	<b>17,135</b>	<b>18,151</b>
<b>Non-current liabilities</b>		
	<b>2,756</b>	<b>2,858</b>
<b>NET ASSETS</b>	<b>17,936</b>	<b>18,891</b>
<b>EQUITY</b>	<b>17,936</b>	<b>18,891</b>
<b>Capex spend</b>	<b>-51</b>	<b>3,096</b>
<b>Total future commitments</b>	<b>102.2m</b>	<b>110m</b>

**Cash and cash equivalents:** Variance due to the timing of cash sweeps to Group Treasury.

**Receivables and prepayments:** Due to decreased Intercompany Receivables with intercompany transactions held and cleared on a quarterly basis, reversal of yearend reclassification of Current Account debit balance from Current Liabilities to Current Assets, decrease in current Receivables, GST and increase in Other Current Receivables.

**Current liabilities:** A decrease in Current Liabilities due to reduction of Trade Payables and accruals, offset by Related party payments (including reversal of current account year end reclassification), Revenue in advance and Other Creditors due to passage of time entries.

**Non-current Assets:** Relates to Fixed Asset movements.

**Non-current Liabilities:** Relates to non-current revenue in advance.

**Capex spend:** Relates to FY19 Fixed Asset correction.

**Total Future Commitments:** Operating lease costs of \$84.7m for GridAKL, 167B Victoria Street, B:Hive at Smales Farm, Film Studio Leases and \$17.5m for operational commitments.



## **Recommendation**

It is recommended that the Board note the Finance Report for the period ended 31 October 2019.

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## **Signatories**

Manager: Claire McCracken, Finance Manager

GM: Jacky Hollingsworth, Chief Financial Officer

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# OPEN BOARD MINUTES

**What:** Minutes of a Meeting of Board of Directors of Auckland Tourism Events and Economic Development Limited

**Where:** Villa Maria Estate, 118 Montgomerie Rd, Mangere, Auckland 2022

**When:** Tuesday, 29 October 2019 at 12.48 p.m.

**Directors:** Mark Franklin (Chair)  
Mike Taitoko (via teleconference)  
Helen Robinson  
Evan Davies  
Stuart McCutcheon

**Apologies:** Danny Chan

**In Attendance:**

Ziena Jalil (Board Observer)  
Dan Walker (Board Observer)  
Carol Cheng (Board Observer)  
Nick Hill, Chief Executive  
Melissa Crawford, Future Director Programme  
Correen Painter, Company Secretary and Legal  
Counsel  
Edwina Merito, Maori Engagement Manager

Noah Maffitt, GM Strategy  
Steve Armitage, GM Destination  
Pam Ford, GM Economic Development  
Jacky Hollingsworth, Chief Financial Officer  
Lynn Johnson, GM People & Capabilities

**Attendance:** None

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## 1. Apologies

The Board **noted** the apology of Danny Chan.

**2. Directors Interest Register, Conflicts of Interest Declaration**

The Board **noted** the Directors Interest Register and Conflicts of Interest Declaration.

**3. Minutes of Previous Meeting**

The Board **approved** the draft minutes from 24 September 2019 Board Meeting and confirmed the minutes were a true and correct record.

**4. Finance Report**

Jacky Hollingsworth spoke to the paper.

Management advised there was currently an underspend due to a timing variance with a major event and another event being cancelled, however these funds would be spent in another quarter.

The Board **received** the Finance Report.

**5. Chief Executive's Monthly Report**

Nick Hill spoke to the paper.

Nick updated the Board on the Screen Sector.

The Board **received** the Chief Executive's Monthly Report.

The Board meeting closed at 12.52 p.m.

SIGNED by the Chairperson as an accurate record of the meeting:

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

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# Chief Executive Report – November 2019

Report to Auckland Tourism, Events and Economic Development Chairperson and Board

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## Chief Executive Overview

This month we are bringing the ATEED strategy back to the Board. It seeks to address three main challenges:

- The longer-term role of ATEED as an economic development agency – more emphasis on our leadership role and sharpening Auckland’s Economic Development Strategy leading to coordinated action in key sectors and precincts
- The shorter-term imperatives we face to support the successful delivery of the 2021 events, as well as supporting other important activities such as the growth of the screen sector
- Building a much better internal resource allocation and investment framework to improve ATEED’s focus on fewer activities with larger leverage impacts.

The new Council’s priorities and working governance structure are becoming clearer through the detail in the Mayor’s inauguration speech, the draft terms of reference for the CCO Review (copy attached), the introduction of the CCO Liaison Councillor role<sup>1</sup> and the new structure of Governing Body committees. These developments had been signalled for the most part, and ATEED is adapting quickly and responsively to the new arrangements.

The Mayor’s four priorities are infrastructure, climate change, Council accountability and ratepayer trust, and the CCO Review. ATEED is mapping its strategy to these priorities (reflected in this month’s Board presentation).

## Strategic issues/opportunities

### Mana Whenua Kaitiaki Forum

The Co-chairs of the Mana Whenua Kaitiaki Forum will attend this Month’ Board meeting. The Board will meet with the Co-chairs before the Board considers the ATEED Maori Outcomes paper on the agenda. The meeting is important and timely as we escalate the focus on 2021, and where Mana Whenua have an expectation of partnering in the delivery of the events and taking advantage of the economic opportunities that arise. (For example, Mana Whenua have four representatives on the AC36 Joint Chief Executives Group that oversees the implementation of the Host Venue Agreement.)

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<sup>1</sup> The Council is developing a detailed role description to avoid the Liaison Councillor being “deemed” a director. It’s unlikely the Liaison Councillor role will be taken up till New Year.

## **36<sup>th</sup> America's Cup**

Implementation of the Host Venue Agreement is moving to a focus on event delivery, leverage and legacy, and away from building the bases and the infrastructure (which is now largely complete). ATEED is becoming much more central to the implementation. As a result, the AC36 programme office and budget is moving from the Council to ATEED. The programme management and ATEED AC36 event delivery staff plan to relocate to an Auckland Transport site in the Old Ferry Building along with the APEC programme and other seconded Auckland Council Group staff to create a dedicated office for the 2021 events. In support of these changes and the shift in emphasis, I have agreed to take over as chair of the Joint Chief Executives Group (JCEG). Steve Armitage will take over ATEED's seat on JCEG from me. These are important step towards creating an organisation-wide focus on 2021 delivery for ATEED.

## **New Zealand International Convention Centre**

The serious fire which engulfed the roof of the New Zealand International Convention Centre (NZICC) on 22 October is expected to have significant implications on the business events sector in the short to medium term. ATEED's Auckland Convention Bureau (ACB) is working directly with the NZICC and the business events industry on the potential impact on conferences already confirmed for Auckland with the NZICC as the intended main site. Although it may be sometime before a revised opening date is known, all relevant stakeholders are working together to consider how best to ensure that Auckland remains a viable business events destination.

A Destination Industry Leaders' Group (ILG) meeting was held on 1 November. The meeting was timely as it provided an important opportunity for the ILG to discuss the implications of the fire at the NZICC. As an immediate action from the meeting, a Working Group was established, initially comprised of representatives from Sky City/NZICC, ATEED and RFA, as well as Jan Tonkin, Paul Columbus (Accor) and Barbara Maple. Barbara is chair of the Auckland International Business Events Advisory Group (AIBEAG) and can provide valuable international insights. The first meeting of the Working Group was held on 6 November to discuss how to ensure Auckland remains a competitive business events destination. A wider stakeholder engagement plan will be developed to keep hotel owners across efforts. The Working Group will next convene the week commencing 18 November.

The overarching aim is to strongly convey that Auckland remains an open and viable business events destination.

## **Auckland International Business Events Advisory Group**

The AIBEAG formed in 2017 and provides strategic guidance and leadership, market intelligence, and assistance with developing ACB's market approach. The advisory group is comprised of 10 members from the international business events sector and related fields, with knowledge of Auckland's key market regions of Australia, Asia-Pacific, Europe and North America. Building on previous meetings and communications, the AIBEAG October meeting focused on workshops specific to the expertise of the five advisors who were able to attend. A final summary including outcomes, recommendations and next steps is in development.

Topics covered during the recent visit were:

- Business events role in economic development;
- The business event bid process (a half-day session with key Auckland industry partners of ACB);
- Visioning Auckland's future visitor economy – (a session led by Martin Jenkins and Business Model Inc exploring trends and disruptions which will shape the long-term future of Auckland's visitor landscape); and

- Marketing and communications plans and identifying priority markets (workshop with ACB team and incorporated an update from ATEED's Marketing team on Auckland's brand narrative and positioning work).

### **GridAKL**

Precinct Properties and Panuku Development Auckland have confirmed that Phase 3 of Wynyard Quarter Innovation Precinct and the development of the three new buildings (20,000sqm) is anticipated to commence June 2020. These new builds surround the Lysaght Building. ATEED is in preliminary discussions with both organisations to minimise any potential impact on the GridAKL/John Lysaght building during the earthworks period and avoid disruption to the operations of those start-up businesses located in the building.

### **Local Board Strategy**

Earlier in the year, ATEED received a poor score from Local Boards for its responsiveness. We undertook an in-depth exercise to review how we can engage with Local Boards, given that, unlike other parts of Council, ATEED does not have the scale to provide individual attention. The review has been completed and adopted by Management. A copy of the refreshed approach is attached.

## **Cross-cutting themes**

### **Māori economic growth**

Work is underway to put in the place the governance structure and details of the Māori Outcomes Programme for 2021 as part of ATEEDs overall 2021 programme of work. The work programme captures extensive legacy and leverage outcomes sought by Mana Whenua for 2021 and leverage goals for Te Matatini 2021.

In-depth engagement with Mana Whenua for the Feasibility Study for a Māori Cultural Centre has been completed and the final report is expected to be ready in December 2019. This work will also consider the City Centre Master Plan work so that the recommendations can be viewed within a more complete picture.

ATEED supported a full-day Product Development Workshop with Ngā Iwi o Tāmaki Makaurau (a collective of iwi focusing on tourism opportunities). ATEED provided insights on the visitor industry in Auckland and provided wrap-around support to iwi representatives throughout the day. The objectives for the day were for each member of Ngā Iwi o Tāmaki, to develop a tourism product or add to existing tourism products to support a strong base of Māori tourism experiences in Tāmaki, thereby creating a legacy for each iwi group. These products would be established for 2021 but would continue to operate as sound tourism businesses beyond 2021.

In Māori Business Growth, ATEED has engaged with 37 Māori business owners through the Regional Business Partnership Network programme YTD (on target) during this period. A Maori Growth Programme Specialist will be starting late November, to assist in the design and delivery of the Maori Economic Development Programme

## **Enhanced spatial focus**

### **Manukau Collaborative**

Following the ATEED and The Southern Initiative (TSI) 12-month progress update at the ATEED Board meeting in October, the next steps to progress 'unleash the potential of south Auckland' programme are:

- Form a small, active ATEED and The Southern Initiative south Auckland virtual team
- Build on the work of The Southern Initiative
- Provide support to He Waka Eke Noa companies via business capability programmes
- Connect anchor institutions to the Unleash the Potential programme
- Implement the Unleash the Potential programme in south Auckland

### **Tāmaki Employment Precinct strategy**

ATEED's draft scope for the innovation hub feasibility study has been endorsed by the Tāmaki Regeneration Company (TRC) senior leadership team. A Draft scope for the business support workstream has been developed and shared with the business support team. Activity is due to commence in December.

## **Sustainable development**

ATEED continues to gain momentum with its climate change and sustainability framework and action plan, with a focus this month on what this means for destination. Capability building has also commenced to increase internal awareness of Te Tāruke-ā-Tāwhiri: Auckland's Climate Action Framework and what it means for ATEED.

ATEED, in collaboration with Auckland Council's Chief Sustainability Officer, is developing detailed actions and associated costs under Auckland's Climate Action Framework. ATEEDs main area of focus is on the chapter of "transition to low carbon and resilient economy". The key output of this work is to develop Long Term Plan (LTP) funding packages under the Climate Action area. There are two key actions that ATEED is playing a significant role in:

- ATEED is facilitating and leading development of a Climate Innovation Ecosystem/Hub. The detail and cost of the actions of the hub are being worked through in collaboration with Callaghan, University of Auckland, Head of Innovation at Council, and an international innovation expert (independent).
- Council is currently working on developing a Circular Economy roadmap for council and the CCOs, and then ATEED will collaborate with council to lead the city-wide Circular Economy Roadmap (including business and community dimensions). The outcome of ATEEDs current work in Circular Economy (XLabs) will be integrated into the ongoing work.

## **Circular economy**

XLabs has launched, with the XLabs website and ATEED's circular economy landing page going live on 21 October. Scoop and bFM picked up the media release of the programme. Marketing campaign activity commenced on 6 November with a focus on driving registrations for the XLabs series of workshops. 24 businesses have registered their interest to date, including Foodstuffs, Vector and HEB Construction. Two Business Sustainability Kick Start Programmes were held on 6 and 7 November in Mt Albert YMCA and ATEED. The workshops covered topics including transport solutions, energy and carbon footprint. These are part of the local development initiatives programme.

## **Business Plan progress**

Attachment 1 details progress against business plan key deliverables for quarters 1 and 2.

## **Media Summary**

The most prominent themes in the media in October were the implications of the fire at the NZICC building site on Auckland's ability to accommodate APEC21 and other business events, the Auckland Diwali Festival, and, in screen, the Power of Inclusion Summit that ATEED supported and news that American actor John Cho was injured filming Cowboy Bebop in Auckland. More than 60 proactive media engagements/requests and 39 reactive media engagements/requests were handled. A full media summary is included as Attachment 2.

## **Key Performance Indicators**

SOI KPI results are included as Attachment 3 where results are available. First-quarter results were submitted to Council as part of ATEED's quarter one report on 1 November.

## **Finance**

Net operating expenditure for YTD Oct-19 result is \$14.4m, \$0.7m under Q1 forecast of \$15.1m.

## **Health and Safety**

The health and safety scorecard for October is included as Attachment 4.

## **Recommendations**

1. The report is received.




## **Attachments**

















1. Progress against business plan key deliverables – Quarter 1 & 2
2. Media summary – October 2019
3. SOI KPI Scorecard – as of 11 November 2019
4. ATEED top risks on 12 November 2019
5. Health and safety scorecard – October 2019
6. Upcoming events/activity (next three months)

















## **Signatory**









Nick Hill, Chief Executive
















## Attachment 1: Progress against business plan key deliverables – Quarter 1 & 2







KEY:  Not started  On track  At risk  Critical  Complete

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
<b>Economic Development</b>					
Local economic development	1	Employment Land Research – Onehunga, Wiri, Penrose			Draft report and recommendations under review.
Innovation	2	GridAKL Strategy and Economic Impact			The final version of both the economic impact assessment and strategic blueprint reports received and to be presented in November Board meeting. Five strategic drivers identified.
	2	Productivity Insights Report			Report completed and is awaiting internal review before being published and publicised externally.
<b>Destination</b>					
Tourism	1	Australia market strategy developed			Strategy developed. An investment case for increased funding in outer years to support strategy implementation in development.
	2	<i>Go with Tourism</i> (GWT) – Queenstown launch			<i>Go with Tourism</i> Queenstown launched on 10 October following official industry announcement on 12 September.
	2	Māori cultural centre feasibility completed			The consultant has been engaged and feasibility on track for delivery in Q2.
	2	WeChat Programme – China launch			On track to launch in partnership with WeChat in Guangzhou on 11 November.
Tourism	1	Elemental AKL 2019 delivered			Event delivered in July 2019. Evaluation now underway, including campaign analysis, review of region-wide spend data, post-event reporting and an economic impact assessment of a few key events.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
Major Events	2	<i>Elemental AKL 2020</i> Application Round 1			Application round 1 ran from 1 October until 31 October. 22 applications were received and the evaluation of these are underway.
	2	Auckland Diwali Festival 2019			Successfully delivered on 12 – 13 October. There were 65,000 attendees, up from 59,900 in 2018.
	2	National Programme Application Round 1			Application round 1 ran from 1 October until 31 October. 12 applications were received and the evaluation of these are underway.
	2	NYE programme			The key focus of the 2019 NYE programme will address crowd management, safety and transport concerns. There will also be a focus on generating positive media exposure for the region. All activities are on track.
	2	AC36 Summer Festival Application Round 1			AC36 Summer Festival Application Round 1 opened 10 October and runs until 15 November.
Business Events	2	Auckland International Business Events Advisory Group (AIBEAG) 2019 Auckland visit			Members of AIBEAG were in Auckland from 21 to 24 October.
<b>Strategy</b>					
Māori economic growth	1	ATEED Te Toa Takitini (TTT) Proposal			The Māori Outcomes Steering Group has approved funding for the Māori Delivery Package for Auckland 2021 and Whāriki (upscaling, infrastructure investment, leveraging) expansion and digital platform scope.
	2	ATEED Māori Responsiveness Plan (MRP)			The updated MRP will be presented to the Board for sign off in November.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
Strategy	1	Strategy Refinement			The new Strategy Framework and Investment Logic Mapping approach approved by the August Board meeting is being socialised and embedded across the business. ILM sprints have been held and completed with some of the Economic Development teams. Interim activities and logic maps being have been developed. Work with Destination will commence end November.
	1	Auckland Positioning and Narrative Project			The Auckland 'Playbook' version one has been designed by a Maori designer and is available for use. It is being shared with various audiences and has been well received. Te reo translations and additional content examples are being added. New video and photography assets will be available in the asset library end of November. A video to help scale the sharing of this work has been briefed.
	1	Road to 2021 plan			The creative agency and creative territory for Road to 2021 have been selected through an ACG Creative & Media Services panel RFP. Stanley St is the successful agency and "2021: A year like no other is calling" inspired by tomokanga and karanga is the creative territory. Funding from Te Toa Takitini is included in the budget and Māori outcomes prioritised. The creative idea will be woven into key ATEED campaign activity starting with the 2020 New Year's Eve broadcast, Tamaki Herenga Waka etc.
	2	Digital Strategy Reset			The Digital Strategy was presented to ALT on 8 October and 5 November. Recommendations included further investment to raise ATEED's digital maturity, the establishment of a product and content development process, a digital governance group and a contestable fund for digital development. Alpherio, the strategic partner that has been assisting ATEED with this work is on standby awaiting ALT feedback on next steps. Internal communications to share the strategy with staff are being planned.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
Strategy	2	Local Board Engagement Plan			A proposed framework for a local board engagement plan has been provided to Auckland Council and work is ongoing to formalise a process going forward with the new boards.
	2	Central Government Engagement Plan			As part of ATEED's external relationship management plan, a workshop with management is scheduled for 29 November to develop a strategic approach to central government engagement for 2020.
	2	High Level Business Planning 2020/21			The first round of business planning for FY20/21 to start in November using the approved Strategy Framework and Investment Logic Mapping approach. Initial business planning updates have commenced with the teams for monthly and operational reporting purposes.
	2	AC36 Communications, Marketing and Engagement (CME) Plan			ATEED is leading the development of the CME framework and plans on behalf of crown and council. Feedback is being sought from the broader workstream prior to presentation to the Joint CE Group for America's Cup pre-Christmas.
	2	Prioritisation Framework			The prioritisation criteria is being socialised, and the accompanying Economic Measurement Framework is being developed for modelling attributions across business.
<b>Operational Support</b>					
	1	Safe365 Roll out (H&S)			ATEED is implementing Safe365, with the first review complete. It is starting to be introduced to Major Events and Screen which is expected to be completed by January 2020.
	1	Data Security follow-up audit			ATEED continues to work with Council ICT and Assurance Services (internal audit) to carry out a data security review of the Council ICT system that ATEED uses. The cost will be shared across the groups and takes time to progress.
	1	Wellbeing programme			Wellbeing page on the Hub is being updated regularly and Annual wellbeing programme has been published for staff to follow.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
Operational Support	1	Performance reporting			Q1 Forecast reviewed and advised to board with no issues. 2020/21 Annual Plan for board approval January 2020 board meeting – pending Strategic Framework confirmation. New Board Finance report being drafted Q1 report successfully received by Council on the 1 <sup>st</sup> November
	2	Risk Framework Update			ATEED Risk Policy and Guidelines have been updated and approved by the SHARC. They are due to go the board for approval.
	2	Sensitive Expenditure follow-up audit			ATEED refining scope with EY post- SHARC feedback. Update to be agreed by Board in November to commence prior to 25 Dec

### Key deliverables completed this month

Work programme	Key deliverable	Target quarter	Completed (month)
Major Events	<i>Elemental AKL</i> 2020 Application Round 1	2	October
	Auckland Diwali Festival	2	October
	National Programme Application Round 1	2	October
Tourism	Australia market strategy developed	1	August
	<i>Go with Tourism</i> (GWT) – Queenstown launch	2	October
Business Events	Auckland International Business Events Advisory Group (AIBEAG) 2019 Auckland Visit	2	October

## Key deliverables deferred

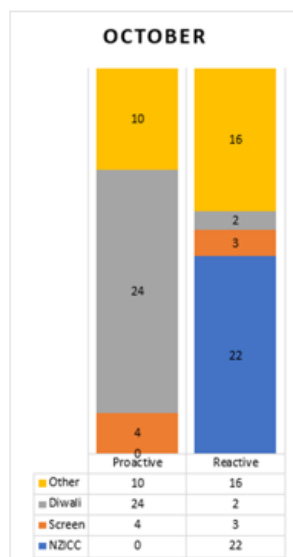
Work programme	Key deliverable	Target quarter	Deferred to (quarter)	Reason
Destination	<i>Go with Tourism</i> (GWT) – Queenstown launch	1	2	Queenstown launch delayed 10 days.
Strategy	ATEED Maori Responsiveness Plan	1	2	The updated MRP will be presented to the Board for sign off in November.
	Māori Economic Development Strategy	1	4	A programme of work for Māori Outcomes is in place (outlined in the updated Māori Responsiveness Plan). A future-orientated strategy will be developed following the appointment of a Māori ED specialist (expected early 2020)
	Governing Body Workshop	1	4	Workshop postponed to post-election, but no date set yet.
	KPI & Operating Model Review	2	3	More time than allocated will be necessary to operationalise this
Economic Development	Circular Economy Innovation Programme	2	3	Delivery confirmed for February and March 2020. XLabs launched on 21 October. Marketing campaign will be live on 6 November. 24 businesses have registered interest.
	Good Food Boost with Sustainable Business Network	2	3	Sponsorship for 2019/20 confirmed. This will be the final year of ATEED support.
	Māori ED implementation	2	3	Recruited Maori Growth Programme Specialist, starting late November, to assist in the design and delivery of Maori ED programme.
	Pacific ED business plan	2	3	Draft framework and implementation plan under review by general managers across ATEED.

## Attachment 2: Media summary – October 2019

### Summary

Media reporting has changed recently to better reflect proactive and reactive engagements managed by ATEED's Communications and Media team each month. In October, the team made:

- 38 proactive media engagements/requests
- 43 reactive media engagements/requests
- 8 media releases issued



### Favourability

	Tone of Voice		
	Neutral	Positive	Negative
Oct 2019	14%	51%	*35%
Sept 2019	9%	90%	1%
Aug 2019	7%	87%	6%

\*Impact on NZICC hosting APEC21 and other business events

### Top themes for October 2019

#### NZICC

The implications of the fire at the NZICC building site on Auckland's ability to accommodate APEC21 and other business events dominated the news cycle this month.

The Comms and Media team worked closely with central government agencies and the Public Information Management (PIM) team at Auckland Council on agreed messaging and responding to media requests for information.

While there were a number of claims that events such as APEC21 Leaders Week would be lost to Auckland, we worked with reporters to provide additional background information on the work being done by ATEED's ACB team, NZICC and the business events industry to retain events in Auckland. The Prime Minister's confirmation that APEC events would definitely be held in Auckland was incorporated in messaging.

#### Auckland Diwali Festival

There was an integrated MarComms approach to 2019 Auckland Diwali Festival, achieving an effective digital footprint alongside traditional marketing and communications outcomes.

Earned media for Auckland Diwali Festival generated more than 33 stories with editorial coverage secured across all mainstream national media outlets including TVNZ, NZ Herald, Stuff.co.nz, and in publications Metro, The Denizen, and Concrete Playground.

Of special note, we worked with Kethhaki Masilamani on The Detail, a daily news podcast produced for RNZ by Newsroom. The item focused on how big cultural events are put together including risk planning post the Christchurch terror attacks.

#### Screen

The Power of Inclusion Summit took place 3/4 October, exploring topics of representation, inclusion and belonging in today's screen, entertainment and technology landscape. It was hosted by New Zealand Film Commission (NZFC) and Women in Film and Television International (WIFTI), with support from The Walt Disney Studios and ATEED. There was criticism levelled at the event organisers about the cost to attend the event, given the theme of inclusion. Guests and speakers included Prime Minister Jacinda Ardern, writer and director Niki Caro, and actor/advocate Geena Davis of the Geena Davis Institute on Gender in Media.

We were successful in securing an NBR editorial by Dita De Bona, which included a one on one with Pam Ford focused on ATEED's role in the screen sector.

In other screen news, American actor John Cho was injured while filming in Auckland, halting the production of Netflix's Cowboy Bebop. ATEED extended its best wishes to Cho on ATEED's social channels, and responded to media requests from Stuff, RNZ and NZME.

The Comms & Media team worked with the Screen Auckland team to manage a potentially negative media story involving Council permitted filming of The Wilds at Pihā. The outcome meant a slight delay to the start of production, however there was no media pickup and a positive local board outcome.

#### Other highlights included



[Auckland's summer of fun set to pump \\$53m into Auckland's economy](#) (included comments from Nick Hill, CE – ATEED)








[Auckland's strengths as New Zealand's global gateway](#) (includes comments from Steve Armitage GM – Destination)

Blues, Warriors to host Eden Park double header against Raiders, Brumbies



## Attachment 3: SOI KPI Scorecard – at 11 November 2019

KEY:  Not met or no monthly target  Met

KEY PERFORMANCE INDICATOR	TARGET FY20	LATEST RESULT	DATE OF MEASURE / LATEST AVAILABLE RESULT	PREVIOUS RESULT FY19	STATUS	COMMENTS
<b>KPI 1:</b> Contribution to regional GDP from ATEED interventions. <sup>1,2</sup>	>\$103m	<b>No Result to date</b>	N/A	\$103m		No quarterly target, this performance indicator is measured six-monthly. The year-end target is to grow the FY19 benchmark. Result includes contributory measure.
<i>Contributory measure: Contribution to regional GDP from major and business events attracted or supported (LTP measure)</i>	\$52.5m	<b>\$4.2m</b>	11-Nov-19	\$43.9m		Does not include all major and business events due to pending evaluations.
<b>KPI 2:</b> Number of businesses that have been through an ATEED programme or benefited from an ATEED intervention (LTP measure). <sup>1,2</sup>	3000	<b>823</b>	3-Oct-19	3303		27% of target achieved at end of Q1. On track to meet year-end target of 3000. Results include businesses that have been through or benefitted from the RBP programme, GridAKL, film permits, business and innovation support, tourism famils and advocacy, major events investment and facilitation and Study Auckland student attraction interventions.
<i>Contributory measure: Number of Māori businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)</i>	120	<b>72</b>	3-Oct-19	244		60% of target achieved at end of Q1. On track to meet year-end target of 120. Results include Māori businesses that have been through or benefitted from the Whāriki Māori Business Network, RBP programme, tourism and major events interventions.
<b>KPI 3:</b> Number of new jobs created, safeguarded or retained in Auckland as a result of an ATEED intervention. <sup>1,2</sup>	>1280	<b>No result to date</b>	N/A	1280		No quarterly target, this performance indicator is measured six-monthly. The year-end target is to grow the FY19 benchmark.
<b>KPI 4:</b> Number of visitor nights resulting from an ATEED intervention. (LTP measure) <sup>2,4,5</sup>	370,000	<b>37,650</b>	11-Nov-19	295,282		Does not include all major and business events due to pending evaluations.
<b>KPI 5:</b> Customer satisfaction of customers, partners and stakeholders who have interacted with ATEED	≥77%	<b>No result</b>	N/A	77%		No quarterly target, this performance indicator is measured six-monthly. The year-end target is to grow or maintain the FY19 benchmark.

1. Also able to be analysed and reported by target sectors. 2. Also able to be analysed and reported by target locations. 4. Also able to be analysed and reported by commercial and non-commercial nights. 5. Also able to be analysed and reported by peak, shoulder and off-peak season nights

## Attachment 4: Health and Safety scorecard – October 2019

### Update

#### Major Events

- Successful Diwali festival undertaken. On site H&S audits undertaken. The contracted operations 'Just Events' are amongst the best practitioners in this field at this stage. The in-house Diwali team also showed willingness to learn and improve standards and levels of understanding. As one combined team pre event and on site the standard of the resulting H&S planning and execution was notably high.
- H&S and security planning underway for Tamaki Herenga Waka, Lantern and Pasifika festivals.

#### CCO relationship

- ATEED attended the CCO wide H&S symposium for a knowledge sharing and PD opportunity.

#### Screen Auckland

- Monthly H&S Studio Audits for AFS, KFS, HFS completed for October 2019.
- Weekly Studio Operational Meetings attended – H&S Feedback.
- Ongoing Film Production on set Site Visits with Film Facilitators – Conducting H&S Audits.
- Attended Safety, Health, Audit, Risk Committee Meeting with Board Members, Risk Manager.
- Successful WORKSAFE Assessment of KFS undertaken on 2 October 2019. In attendance: Film Production H&S, WORKSAFE Inspectors, Studio Manager, Risk Manager, H&S Advisors.
- Attended Health & Safety Symposium held by H&S Corporate Council.
- Attended Monthly H&S Committee Meeting.
- Attended IMPAC Managing Workplace Safety Workshop.

### Risk Manager



#### Incidents: 3

- 1- request for ergonomic assessment
- 2- pulled back muscle getting out of fleet car
- 3- Pinched finger adjusting monitors for daily desk set up



#### Near misses: 0



#### Unsafe condition/hazard: 0



#### Open Incidents in Risk Manager:

Only two past and resolved incidents awaiting closure by managers.

## Attachment 5: Upcoming events / activity (November – February)

Key events / activity	Date	Location
FIBA Women's Olympic Pre-Qualifying Tournament (Tall Ferns)	12 – 17 November	Trusts Arena
NZ Supercross Open	16 November	Mt Smart
Equitana	21 – 24 November	ASB Showgrounds
Pop-Up Business School (Manukau)	25 November – 6 December	Te Haa O Manukau
Westpac Auckland Business Awards – South & East Gala Dinner	28 November	Cordis Auckland
Young Animators programme – Sir Edmund Hillary College	28-29 November	Sir Edmund Hillary College
49er, 49er FX & NACRA 17 World Sailing Champs	29 November – 8 December	Waitemata Harbour
Young Animators programme – Papakura High School	2-3 December	Papakura High School
Wellington Phoenix v Western Sydney Wanderers	7 December	Eden Park
Cricket NZ vs India and NZ vs South Africa	24 – 27 January 2020	Eden Park
Tamaki Herenga Waka Festival	31 January 2020	Captain Cook Wharf
Wellington Phoenix v Melbourne City	15 February	Eden Park
Auckland Lantern Festival	13 – 16 February	Auckland Domain
Splore Music & Arts Festival	20 – 23 February	Tapapakanga Regional Park