

# **Auckland Tourism, Events and Economic Development Ltd**

## Open Papers – February 2016

### **Board members:**

<i>Chair</i>	David McConnell
<i>Deputy Chair</i>	Norm Thompson
<i>Director</i>	Franceska Banga
<i>Director</i>	Richard Jeffery
<i>Director</i>	Danny Chan
<i>Director</i>	Helen Robinson
<i>Director</i>	Stuart McCutcheon

### **1. CHIEF EXECUTIVE'S ACTIVITY REPORT**

### **2. FINANCE REPORT**

### **3. DRAFT STATEMENT OF INTENT**

# Chief Executive Review of February 2016

Report to Auckland Tourism Events and Economic Development Limited Board

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## Health & Safety (H&S)

GridAKL have reported two incidents which we are actively managing and effective mitigations have been put in place and are working. The two incidents are:

- High temperatures at the Lysaght building as a result of poor air circulation to the building. Managers are actively working with the landlord, tenants and engineers to mitigate the risks.
- Trip hazards as a result of a gap in the top step in the internal stairs at Lysaght. Engineers are looking into this also.

We have had one incident reported at the Lantern site where a cyclist fell off her bike after riding over a cable tray on the road. It was acknowledged that speed was a contributing factor. The cyclist took herself to hospital and was discharged. This incident was dealt with quickly and cable trays removed wherever possible until formal road closures come into effect. Where trays have had to remain in place, clear signage and warnings have been put in place (working with AT). The team is continually monitoring the situation and have been advised of next steps as regards follow up. ATEED H&S Policy will be going out to consultation in February.

Another incident also reported at the Waiheke Island i-site where staff have recently been subject to verbal abuse from two tourist operators. Our first priority is staff welfare and the i-site manager is working closely with her Waiheke staff to support them. In addition, the risk manager has delivered 'staff safety and conflict awareness' training (which will be rolled out to all front line staff). We are also working closely with local police and our landlord, Auckland Transport, to explore options. The Risk Manager is meeting with the main offender (together with AT and Police) on Monday 29<sup>th</sup> February, to listen to his complaints, and then explain that his continued bullying behaviour is not acceptable. The Trespass Act and arrest are not available options.

H&S Committee Charter has been updated and the charters for both the Senior Leadership Team and The Operational Leadership Team will be reviewed to ensure alignment to the new legislation.

The committee continue to roll out wellbeing programme across the organisation

## Health & Safety Scorecard update

**Incident:** 1 incident was reported this month. This was in relation to pain and discomfort. A full workplace assessment has been completed and new equipment based on recommendations purchased. This incident remains open as we monitor the situation. It is important to note that this employee fell outside of our quarterly assessments available for all staff.

**Near Misses:** One near miss was reported in January. This was in relation to a broken tile in the balcony area of the Quay Street premise. The broken tile has been replaced.

**Hazards:** No actual hazards were reported in January, however recent changes to our reporting will result in any hazards identified as part of the H&S rep inspections will be recorded in the system in February. This is more robust reporting utilising our existing H&S management system.

### **H&S Representative Inspections completed:**

- Airport i-site, South hub and West hub

### **Risk Assessments completed:**

- Tāmaki Herenga Waka Festival Risk Assessment including Lighting of the Maunga
- Lantern Festival Risk Assessment

### **H&S Training:**

- All new employees continue to complete their H&S training requirements upon starting with the organisation. We currently only have one staff member with training outstanding. This has been followed up with the manager concerned.
- The Senior Leadership Team, the Operational Leadership Team, the H&S Committee, and most managers have attended the ATEED H&S Journey presentation with further presentations held in February for the wider ATEED Team.

## **ATEED Strategic Priorities**

### **Development of the Global Auckland Brand**

The creative development phase is underway with Colenso developing an overall creative narrative based on Greg Clark's input. Once approved, Colenso will develop creative ideas for each audience (e.g. Aucklanders, Experience Seekers and Wealth Creators). ATEED will then start creative validation research with international audiences and local stakeholders, including Māori, Pacific Islanders, youth and residents.

ATEED met with Magnet Cities to discuss respective projects and identify opportunities for alignment.

### **Tamaki Herenga Waka Festival**

ATEED successfully delivered the inaugural Tāmaki Herenga Waka Festival in close collaboration with Tāmaki Makaurau mana whenua on Auckland Anniversary Weekend from 30 January–1 February. Traditional Māori storytelling, crafts, games and healing were on offer beside contemporary Māori music, art and kai which shone the spotlight on and celebrated the unique Māori history, heritage and contemporary culture of Tāmaki Makaurau. The festival was characterised by a very relaxed and positive atmosphere.

To mark the inaugural festival, a beam of light shone upwards from the summit of Rangitoto. Te Haeata o Rangitoto, a large-scale outdoor light activation was a joint pilot project led by Ngā Mana Whenua o Tāmaki Makaurau (the Tāmaki Collective) and supported by ATEED. It is the first phase of a project to celebrate the return of the 21 tūpuna maunga and motu that formed part of the 2014 Deed of Settlement between the Crown and Ngā Mana Whenua o Tāmaki Makaurau.

### **World Masters Games 2017**

Registrations opened on 17 February. Competing athletes will have the choice of three different packages – Bronze (\$295), Silver (\$395) and Gold (\$825) - an Auckland innovation given past Games have previously offered only a one size fits all registration fee.

### **Tripartite Summit**

Finalisation of the summit programme and confirmation of key speakers is now progressing well. Following the announcement that Mayor Garcetti will be attending the summit, there has been a significant engagement from Los Angeles (LA) and we are expecting an advance visit in early March. An advance visit was also made by senior Guangzhou representatives on 17 – 19 February 2016.

At the request of LA and Guangzhou the summit has been reduced to two days – 16 and 17 May 2016 to ensure that the most is made of the time that senior political representatives of the two cities are in Auckland.

Following a series of collateral meetings with Guangzhou, the development of the programme now includes an increased focus on business matching activities and ensuring that the appropriate mechanisms are in place to achieve this. This includes a pre-summit business matching database and access to an event app for the summit.

Other developments this month include a comprehensive website update, including new content and additional logistical information. Resource has been appointed to the project to assist with the current requirements and also ensure effective engagement occurs with Guangzhou and LA. There has been an increase in the budget requirement for this project and partnership income requirements have been increased to offset.

## **Growing Auckland's Innovation Ecosystem**

### *GridAKL*

February focused on closing out residual issues relating to the Lysaght Building and preparing the foundations for stage two of the programme. ATEED and BizDojo are finalising the services contract and sub-lease agreement for Lysaght Building. ATEED and Panuku Development Auckland are progressing the head lease agreement for the Lysaght Building. A review of the GridAKL project and programme management systems is underway to address issues raised in the KPMG audit report.

### *Auckland Innovation Festival (Techweek)*

Planning for Auckland 'Techweek' is advancing to plan. A draft event programme was endorsed by the Project Advisory Group and ATEED has now met with all event organisers that have submitted an expression of interest. ATEED is now working on an agreement with event hosts. Other progress includes the appointment of NZME as media provider and the event branding and website nearing completion.

### *Tertiary Entrepreneurship Programme*

ATEED has completed a first round evaluation of all applications to the Tertiary Student Entrepreneurship contestable fund. It is anticipated that 11 projects will be funded under the programme totalling \$300,000. The projects are primarily associated with University of Auckland, AUT and Unitech.

## **Talent Attraction**

ATEED is working with the creative agency DNA to develop the Auckland value proposition for skilled migrants. The value proposition will be completed at the end of February and tested with business and industry, and skilled migrants. The value proposition will inform new digital content and help drive sector campaigns. The value proposition is using recent research into talent attraction campaign best practises in the US, and the drivers of skilled migrant and investor migrant decision making.

Follow up on the Perth Jobs Expo attended in partnership with the Auckland Chamber of Commerce has been completed. Feedback from employers exhibiting was positive with a number of leads generated, however, there were no successful applicants for the Auckland Council and SkyCity vacancies included on the Auckland stand. ATEED will continue to work in partnership with the Auckland Chamber of Commerce to attract skilled migrants to Auckland via the New Kiwis database.

ATEED is working with Immigration NZ, businesses and industry to explore sector-led talent acquisition models, including developing an online information and recruitment event for the tech sector and software industry. Two options are under discussion:

1. an in-market event with a 'tech coalition' of four employers, led by Fiserv (Fiserv, Xero, Orion Health and Vista); and
2. a digital/online event with the wider tech/software sector.

## **Visitor infrastructure**

### *Cruise*

ATEED (together with the Auckland Design Office and Panuku Development Auckland) has been invited to present to the Consensus Working Group for the Future Ports Study on 30 March. ATEED's presentation will focus on the benefits of the Cruise Sector for Auckland, the continued growth of cruise activity and the need for new (and the future-proofing of existing) infrastructure within Auckland.

The Auckland Development Committee (ADC) have asked that the Consensus Working Group "recommend [to ADC] a long term strategy for the provision of facilities to accommodate sea-based imports and exports and the cruise industry flowing to and from Auckland and its wider region in an economically, socially, culturally and environmentally acceptable manner, taking into account competing uses for city centre waterfront space and the various impacts of options."

## **Month in review**

### **Downer NRL Auckland Nines**

The Downer NRL Auckland Nines took place on Waitangi weekend, with the Downer Group coming on board at short notice as 2016 naming sponsor after Dick Smith went into receivership in January.

The event received widespread coverage on both sides of the Tasman, including coverage of key figures enjoying Auckland attractions, which was facilitated by ATEED's Tourism team. A media event was held on-board the P&O Pacific Pearl when a Nines-themed cruise arrived in Auckland, highlighting Auckland's cruise industry.

In addition to the two-day, nine-a-side tournament at Eden Park, Auckland hosted a successful NRL Auckland Nines Fan Day in Aotea Square on Friday 5 February, which saw local, domestic and overseas fans meet their league heroes in a free event. Attendance at Eden Park was consistent with the spectator number for 2015.

On Thursday 4 February, 17 local rugby league clubs across the Auckland region hosted players from the 16 NRL clubs and two State of Origin teams in the NRL Auckland Nines club programme, which returned for the first time since 2014. Feedback from local clubs has been very positive, and collectively they have gained more than 500 new members from the local events. John Grant, Chairman of the Australian Rugby League Commission and Peter Brown, CFO of the NRL, both attended several of the local club programme events and were very complimentary about the programme.

### **Bioactives Workshop**

The ATEED Industry Development team held a Natural Bioactives Workshop on 27 January, bringing together people from the bioactives industry (including suppliers and end-user manufacturers), research groups and Government representatives. The session, which was attended by 80 people from across a range of industries and universities, focused on what is required for New Zealand to grow capability and scale in natural bioactives. The potential for Government funding to help boost New Zealand's bioactives research and business opportunities was also discussed.

### **Vex Robotics National Championships**

The ATEED sponsored 2016 New Zealand VEX Robotics National Championship will take place on 27-28 February at the Vodafone Event Centre. Due to its close links to science, technology, engineering and maths, the event will help deliver on the Auckland Innovation Plan.

### **AIME Trade Show**

The Auckland Convention Bureau team attended the Asia-Pacific Incentives and Meetings Expo (AIME) which was held in Melbourne on 23 – 24 February 2016. The team secured one of only eight press conference spots at the Trade Show which they have shared with the NZICC/SkyCity.

### **Young Enterprise Scheme**

ATEED launched the Lion Foundation Young Enterprise Scheme for 2016 this month with the first round of events – the 'Enterprise Days'. Four events took place across the region between 22-25 February.

### **JLL's City Momentum Index (CMI)**

Auckland has been recognised globally as a city on the move, being named for the first time in JLL's top 20 City Momentum Index (CMI). Now in its third year, the CMI – compiled by global commercial real estate firm JLL – tracks the speed of change of a city's economy and commercial real estate market. The 2016 report is entitled The Rise of the Innovation-Oriented City describes Auckland as one of the world's most sustainable and liveable cities, an international competitor and a city focused on innovation.

## **Statement of Intent KPIs and Monitoring Indicators**

Metrics within the ATEED SOI are categorised as either:

1. Key Performance Indicators: an agreed set of performance measures and targets which form the basis for accountability for delivering on our strategic objectives.
2. Monitoring Indicators: Indicators which we have a strong interest in and we aim to influence through our activity, but which ultimately are driven by a range of factors outside of our direct control.

Progress against KPIs and Monitoring Indicators are included in the attached KPI Scorecard. Key changes since reporting in January are as follow.

### **KPIs**

#### *Building a Culture of Innovation and Entrepreneurship*

- No update available. Note, it is still anticipated that the KPI of \$4.0m of Callaghan Innovation R&D grants facilitated through the RBPN programme **will not be achieved** by year end as a result of changes in Callaghan Innovation's processes slowing down the rate of application processing and approval.

#### *Attracting Business and Investment*

- No change since January – all KPIs still on track to be achieved.

#### *Growing a Skilled Workforce*

- No change since January – KPI still on track to be achieved by year end.

### *Enabling Education and Talent*

- No change since January.

### *Growing the Visitor Economy*

- The ACB has supported the submission of 19 international bids and has achieved a 66% win ratio year to date (target 35, 60%).
- Results available for major events to the end of October are as follows:
  - GDP generated from major events invested in; \$11.59m (target \$49m). Note, target still unlikely to be achieved by year end. Current estimates based on actuals to date plus our conservative forecast for the remainder of the portfolio is that we will reach \$43.5m GDP. It should be noted that the events held to date have largely exceeded their conservative forecast so this may result in further reducing the forecast deficit to target.
  - Visitor nights generated by major events invested in; 90,240 (target 170,000). Our forecast is to achieve 318,000.
  - Attendees at major events invested in; 367,465 (target 1.57m). Note, target still unlikely to be achieved by year end, current forecast is for 1.4 million attendees.
- Customer satisfaction with the provision of visitor information through i-SITEs sits at 86% for the period 1 July -31 January 2015 – compared to a target of 85%.

### *Building Auckland's Brand and Identity*

- Visits to [www.aucklandnz.com](http://www.aucklandnz.com) continue to track strongly with 2.02m page visits over the first half of the year, well on track to hit the annual SOI target of 3.0 million visits.

### **Monitoring Indicators**

- Commercial guest nights are up 2.0% to 7.1 million for the year end December 2015.
- Visitor arrivals through Auckland Airport are up 9.2% to 2.2 million for the year end December 2015. This increase in arrivals is strongest amongst those coming for a holiday/vacation (up 14.7%) compared to those arriving to visit friends or relatives (up 3.9%) or for business (up 4.1%).
- As further information, hotel performance in Auckland over the last five years has seen occupancy up 20%, average room rates 30%, and revenue per available room (Rev PAR) 56%.

## **Looking Forward**

A portfolio of upcoming events/activities for 2015/16 is provided for the Board's information:

Scheduled event date	Event name	Location
19 Feb – 23 April	Pop-up Globe	Aotea Square
2-6 March	Holden NZ PGA Championship	Remuera Golf club
11 March	Sport Technology Forum	Maritime Museum
12-20 March	The Ultimate Waterman	Various
12-13 March	Pasifika Festival	Western Springs
19 March	Auckland City Limits Festival	Western Springs
13 April	Youth Employers Pledge signing event	The Warehouse Takapuna
22 April – 15 May	NZ International Comedy Festival	Various
16-17 May	Tripartite Economic Summit	ANZ Viaduct Events Centre
16-22 May	Techweek	Various

## Finance

Our year to date favourable variance to budget of \$1.2m is mainly timing related with delayed or deferred spend still occurring across many activities and projects. This deferral of spend does present some risk if we back load activity into this second part of the year.

We will be ensuring this does not happen by implementing a percentage budget reduction across all operating units for the remainder of the financial year. We then have the ability to apply for unused funds for specific projects to be rolled over to next year or we will be able to bring some expenditure forward for strategic projects.

We also continue to monitor and track permanent savings. To January, over \$0.1m has been identified from our Q2 forecast. Further cost reductions in areas like GridAKL are also being realised from commercial negotiations and outcomes, and these can be redeployed for other purposes.

## Risk

See Quarterly Risk Report.

## Recommendations

1. The report be received.

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## Signatory

Chief Executive:

Brett O'Riley

OPEN  
February 2016

## Finance Report, January 2016

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

<b>Summary Income Statement</b>									<b>TABLE 1</b>
<b>For the Period Ended 31 January 2016</b>									<small>\$000's</small>
Month			Year to Date			FULL YEAR			
Actual	Forecast	Variance		Actual	Forecast	Variance	Forecast	Budget	Last Year
			<b>Net operational expenses:</b>						
127	236	109	Business Attraction & Investment	1,363	1,472	109	3,260	3,590	3,282
429	769	340	Destination & Marketing	5,356	5,768	412	11,217	10,257	11,267
1,037	823	(214)	Major Events	6,368	6,282	(86)	10,282	11,599	15,992
614	875	261	Business, Innovation and Skills	4,621	5,002	381	10,710	10,301	7,969
770	955	185	Corporate	5,732	5,965	233	11,493	12,627	9,138
<b>2,976</b>	<b>3,658</b>	<b>682</b>	<b>ATEED net deficit</b>	<b>23,440</b>	<b>24,488</b>	<b>1,048</b>	<b>46,963</b>	<b>48,374</b>	<b>47,648</b>
			Major Events Fund drawdown				3,669	1,000	280
423	211	(212)	World Masters Games 2017 Ltd, net deficit	1,152	1,268	116	410	1,642	50
<b>3,399</b>	<b>3,869</b>	<b>470</b>	<b>Operating deficit before Council funding</b>	<b>24,593</b>	<b>25,756</b>	<b>1,163</b>	<b>51,042</b>	<b>51,015</b>	<b>47,978</b>
			Opex Funding, Council				50,451	50,307	47,952
			<b>Deficit, including unfunded depreciation</b>				<b>(591)</b>	<b>(709)</b>	<b>(561)</b>

### Key Points

**We have a \$1.1m YTD underspend and \$0.5m underspend for the month compared to our Q2 forecast.**

Whilst this underspend further compounds the risk with back loading of activities and projects into the second part of the year, this is being carefully managed.

Of the monthly variance, \$0.2m relates to credits across the business due to the reduction in our annual leave liability. This has been treated as a timing difference as this is expected to be neutral over the year.

Overall to January, we have identified a number of savings across the business which will lead to permanent savings of up to \$0.1m.

A commentary on the full year forecast movements from budget can be found in the Q2 Forecast paper.

## Business Attraction and Investment

The favourable variance of \$0.1m relates to the accounting for the reduction in the leave liability as well as some Screen advertising which has been deferred to April. There is some small permanent savings relating to staff costs which contribute to our overall \$0.1m savings.

## Destination and Marketing

Further deferral in our advertising and marketing activities on the Global Auckland and Trade Partnership programmes have been the main contributors to the underspend in the month. Up to \$0.1m of timing differences are under review and could be a permanent saving. This will be confirmed during February.

## Business, Innovation and Skills

YTD net spend is less than forecast due to annual leave credits, and in addition there are timing differences of over \$0.2m relating to the contracting of consultancy work across the business unit.

## Corporate

Impacting the variance for the month is the annual leave credit of \$0.1m, as well as a delayed start to our organisational development programme of work. With the appointment of our Cultural and Development Manager, this piece of work will commence over the coming few months. Some small permanent savings have been identified relating to additional income from Callaghan not included in the forecast.

## Income Statement

Income Statement										TABLE 2
For the Period Ended 31 January 2016										\$000's
Month				Year to Date						
Actual	Forecast	Variance		Actual	Forecast	Variance	Forecast	Budget	Last Year	
			<b>Operational income</b>							
257	249	8	Funding from Government	1,053	1,044	8	1,803	1,211	3,518	
314	310	4	Sponsorship	1,010	1,012	(2)	1,936	2,005	967	
0	6	(6)	Fees & Subscriptions	301	300	1	493	609	510	
273	257	16	i-Sites	1,588	1,572	16	2,460	2,483	2,580	
38	216	(179)	Sundry income	916	847	70	1,444	1,683	1,348	
<b>882</b>	<b>1,038</b>	<b>(156)</b>	<b>Total Operating income</b>	<b>4,869</b>	<b>4,775</b>	<b>94</b>	<b>8,136</b>	<b>7,991</b>	<b>9,053</b>	
			<b>Total Operating Expenditure</b>							
1,291	1,657	367	Staff costs	11,584	11,961	377	21,621	20,735	19,208	
			Professional fees, consultancy & contractors	3,281	3,544	263	8,960	10,644	7,675	
644	830	186	Grants & sponsorships	4,389	4,320	(70)	6,133	7,586	12,004	
522	520	(1)	Depreciation & amortisation	295	306	11	594	656	540	
41	55	14	Shared services and lease costs	1,249	1,258	8	2,171	2,192	2,475	
178	183	4	Occupancy	1,483	1,482	(1)	2,667	2,676	2,495	
327	254	(73)	Travel & entertainment	748	739	(9)	1,716	1,445	1,510	
70	77	7	General, admin & other	1,382	1,327	(55)	2,567	1,741	2,610	
135	238	103	Advertising, marketing & research	3,897	4,327	430	8,669	8,689	8,182	
650	882	232								
<b>3,858</b>	<b>4,696</b>	<b>838</b>	<b>Total Operating Expenditure</b>	<b>28,309</b>	<b>29,263</b>	<b>954</b>	<b>55,099</b>	<b>56,365</b>	<b>56,701</b>	
<b>2,976</b>	<b>3,658</b>	<b>682</b>	<b>ATEED Net deficit</b>	<b>23,440</b>	<b>24,488</b>	<b>1,048</b>	<b>46,963</b>	<b>48,374</b>	<b>47,648</b>	

## Revenue

- Sundry income is lower than forecast for January as we received the majority of Lantern stallholder revenue last month, however as at the end of January we were slightly ahead of our overall revenue forecast, partly due to rental from the Callaghan sublease at Quay street.

## Expenditure

We have an underspend for the month of \$0.8m, and \$0.9m YTD.

- **Staff costs** are lower than forecast, with favourable variance of \$0.2m in the month due to the annual leave credit across the business. The balance is due to deferral of our development and training programme.
- **Professional fees, consultancy and contractors.** The timing of bringing on consultancy and/or contracting resource across a number of key projects (GridAKL, Mayor's Youth Employment Traction Plan, Talent Attraction Project, International Education) is behind plan. The majority of this is for short term pieces of work which will occur over the coming months so no annualised savings from forecast have been recognised to date.
- **Advertising and marketing.** Continued timing differences due to delays in roll out of promotional activity across Global Auckland, Trade Partnerships and Major Events. There is possibility that up to \$0.1m of this planned activity won't be required and this will be confirmed over February.

### Summary of major projects

Summary of Major Projects: Spend and/or (Revenue) > 0.5m									TABLE 3
For the Period Ended 31 January 2016									\$000's
Month				Year to Date			Forecast	Budget	Last Year
Actual	Forecast	Variance		Actual	Forecast	Variance			
68	83	15	<b>Business, Innovation and Skills</b>	568	599	31	1,015	1,000	1,000
148	219	71	The FoodBowl	778	850	73	1,659	2,255	1,486
			GridAKL						
1	50	49	<b>Destination and marketing</b>	140	238	98	550	550	253
			Global Auckland Project						
291	259	(32)	<b>Major Events</b>	328	328	1	529	500	29
30	26	(5)	Maori Signature Event	1,405	1,420	15	1,420	1,993	461
217	156	(61)	V8 Supercars	1,066	1,071	5	1,710	2,450	3,262
			2016 NRL Nines - Delivery						
			<b>Total Major Events</b>	<b>5,097</b>	<b>5,003</b>	<b>(94)</b>	<b>8,295</b>	<b>9,605</b>	<b>14,371</b>
			<b>Contingent Asset</b>				<b>7,318</b>	<b>4,649</b>	<b>3,649</b>

### World Masters Games

World Masters Games 2017 Ltd								TABLE 4
Summary Income Statement								\$000's
For the Period Ended 31 January 2016								
	Year to Date			Forecast	Budget	Last Year		
	Actual	Forecast	Variance					
Revenue from Activities	68	321	(253)	2,900	1,212	26		
Funding from Government	1,375	1,375	0	2,625	2,625	2,500		
Sponsorship	290	0	290	0	885	1,225		
Sundry income	520	520	0	520	0	200		
<b>Total Operating income</b>	<b>2,253</b>	<b>2,216</b>	<b>36</b>	<b>6,045</b>	<b>4,722</b>	<b>3,951</b>		
<b>Net Operational costs</b>								
Staff costs	1,338	1,469	131	3,108	3,105	1,605		
Contractors	202	222	20	699	607	148		
Professional fees, consultancy & contractors	189	217	28	351	248	299		
Professional fees, consultancy & contractors	390	439	49	1,050	855	447		
Grants & sponsorships	695	695	0	749	832	861		
Depreciation & amortisation	34	38	4	67	51	21		
Occupancy	104	108	4	173	502	83		
Travel & entertainment	173	166	(7)	275	164	124		
General, admin & other	294	207	(87)	343	856	362		
Advertising, marketing & research	376	362	(14)	689	0	498		
<b>Total Operating Expenditure</b>	<b>3,405</b>	<b>3,484</b>	<b>79</b>	<b>6,455</b>	<b>6,364</b>	<b>4,001</b>		
<b>Operating surplus/(deficit)</b>	<b>(1,152)</b>	<b>(1,268)</b>	<b>116</b>	<b>(410)</b>	<b>(1,642)</b>	<b>(50)</b>		

	Prior Year	2016 YTD	Revised Forecast	Original Budget
Total Spend	8,885	3,405	34,750	33,000
ATEED Funding, including revenue in kind of 0.75m	3,004	1,152	11,750	11,000

The ticketing go-live was successfully launched in January, however the aggressive month-one target was not reached. WMG have a robust revenue monitoring plan (January Board paper) and have confirmed no risk to the annual revenue target.

## Summary Statement of Financial Position

<b>Statement of Financial Position, ATEED Group</b>		
<b>As at 31 January 2016</b>		
<b>TABLE 5</b>	<b>YTD</b>	<b>\$000's Jun-15</b>
<b>Current assets</b>		
Cash and cash equivalents	2,310	2,206
Receivables and prepayments	5,081	9,512
Other current assets, including iSite inventory	61	55
<b>Total current assets</b>	<b>7,452</b>	<b>11,773</b>
<b>Current liabilities</b>		
	<b>9,230</b>	<b>11,230</b>
<b>Working capital</b>	<b>(1,778)</b>	<b>543</b>
<b>Non-current assets</b>		
Receivables and prepayments (non-current)	1,763	1,236
Property, plant and equipment	4,251	2,240
Investment in Joint Venture, The FoodBowl	2,047	2,047
<b>Total con-current assets</b>	<b>8,061</b>	<b>5,523</b>
<b>Non-current liabilities</b>		
	446	436
<b>NET ASSETS</b>	<b>5,837</b>	<b>5,630</b>
<b>EQUITY</b>	<b>5,837</b>	<b>5,630</b>
<b>Capex spend</b>	<b>2,326</b>	<b>ADJ BUD 3,030</b>
<b>Total commitments (at December 2015)</b>	<b>\$29.7m</b>	<b>\$46.1m</b>

- The negative working capital relates to large capex payments for GridAKL that impact our net receivable from Council. This is a timing variance only relating to capex funding received from Council and the timing of the actual payments.
- Noncurrent receivables increase from year end is due to accounting treatment for WMG sponsorship
- Property, plant and equipment has increased due to GridAKL fit out on the John Lysaght building

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## Recommendation

It is recommended that the Board note the Finance Report for the period 31 January 2016

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## Signatories

Manager: Avika Singh, Finance Manager

GM: Barbara Imlach, Chief Financial Officer

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## Appendix 1

### iSites Summary Income Statement

iSites Summary Income Statement							Table 6 \$'000's
iSites	Actual	Forecast	Variance (u/f)	Full Year	Full Year	Variance	Last year
				Forecast	Budget	(u/f)	
Total Revenue	1,588	1,572	16	2,460	2,483	(23)	2,580
Cost of goods sold	434	436	3	725	742	(17)	891
<b>Gross Margin</b>	<b>1,155</b>	<b>1,136</b>	<b>14</b>	<b>1,735</b>	<b>1,740</b>	<b>(5)</b>	<b>1,689</b>
Overhead	1,197	1,248	52	2,152	2,086	66	2,576
<b>SURPLUS / (DEFICIT)</b>	<b>(42)</b>	<b>(113)</b>	<b>38</b>	<b>(417)</b>	<b>(345)</b>	<b>(71)</b>	<b>(887)</b>

Our iStes are tracking well against forecast.

The full year forecast deficit is higher than the budget due to rent increases at Princes Wharf and the airport, as well as increased staff costs over the remainder of the year as we look to relieve some resourcing pressure with an additional short term contractor.

## Appendix 2

### GridAKL Summary Income Statement

GridAKL							table 7
Summary Income Statement							
Year to Date				Full Year			
	Actual	Forecast	Variance	Forecast	Budget	Variance (u/f)	
Sponsorship revenue	333	333	0	483	411	72	
Property rental revenue	444	441	3	748	803	(55)	
<b>Total Revenue</b>	<b>777</b>	<b>774</b>	<b>3</b>	<b>1,231</b>	<b>1,214</b>	<b>17</b>	
Staff costs	21	22	1	27	0	(27)	
Professional fees, consultancy & contractors	988	1,014	27	1,653	2,362	709	
Depreciation & amortisation	27	40	13	105	211	106	
Occupancy	444	464	20	907	868	(40)	
Travel & entertainment	16	16	(0)	47	23	(25)	
General, admin & other	7	7	0	90	77	(12)	
Advertising, marketing & research	1	0	(1)	0	0	0	
Loss on Disposal	50	59	9	59			
<b>Total Expenditure</b>	<b>1,555</b>	<b>1,624</b>	<b>69</b>	<b>2,889</b>	<b>3,541</b>	<b>652</b>	
<b>SURPLUS / (DEFICIT)</b>	<b>(778)</b>	<b>(849)</b>	<b>(71)</b>	<b>(1,658)</b>	<b>(2,327)</b>	<b>669</b>	

- Our latest forecast includes annualised savings of \$0.7m which is due to reduced overheads associated with the new operating model for Lysaght and a change in the management contract with the current operator.
- On a YTD basis, GridAKL is tracking well against this forecast.

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## Draft 2016-19 Statement of Intent

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

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### Proposal

ATEED is due to present a Board approved draft Statement of Intent to Auckland Council for shareholder feedback on or before 1 March 2016. This report seeks Board approval of the attached Draft Statement of Intent (SOI) for the period 1 July 2016 to 30 June 2019 (Attachment 1).

### Strategic Alignment

The Local Government Act requires all CCOs to prepare a Statement of Intent each year. As part of the development process, a draft Statement of Intent must be delivered to shareholders for comment on or before 1 March each year.

Additional opportunities will exist to make refinements to this draft before final submission on June 30, as ATEED continues with internal planning and review processes.

### Comment

The Draft 2016-19 Statement of Intent (attached) is based on the final ATEED 2015-18 SOI, but with changes made to reflect:

- The ongoing evolution of ATEED's strategic direction (including strategy development, refresh and refinement).
- Senior Leadership Team feedback on current SOI content.
- Board feedback regarding the clear articulation of the opportunity and our role within each of our Strategic Objectives
- The Mayor's Letter of Expectation.

As was signalled to the Board and discussed at the January meeting, key changes made to the 2015-18 SOI to develop this draft 2016-19 SOI are:

- a. Editing the Foreword to reflect the evolution of ATEED's strategic direction and expectations set in the Mayors Letter of Expectation.
- b. Editing of the 'About ATEED' section to better reflect ATEED's key areas of focus and priority over the short to medium term.

- c. A change to ATEED's Strategic Framework moving from 6 objectives to 5 objectives through the merging of the 'Grow a skilled workforce' and 'Enable education and talent' into a new objective. 'Grow and attract skilled talent'.
- d. Refinement of the section that outlines our key activities (Section 5: Three Year work Programme) to better reflect:
  - the opportunity presented by each of our strategic priority areas.
  - ATEED's role in realising that opportunity
  - The key programmes of work that fall within each strategic priority area
- e. Formal inclusion of World Masters Games KPIs and the inclusion of a new Local Economic Development KPI to reflect our increased role in local economic development, previously undertaken by Auckland Council.

### *Measurement*

In recent months, the Board has requested a review of KPIs in a number of areas within the business (including Innovation, BAI, Visitor, Talent Attraction and Brand). In January, management reported an intention to make few changes to SOI KPIs **at this stage of the SOI development process**. Instead, it is our intention to develop a comprehensive measurement framework for ATEED over the coming months incorporating:

- Monitoring /Headline Indicators
- ATEED Key Performance Indicators (for inclusion in the SOI)

Alignment with Chief Executive KPIs and key project KPIs (where appropriate) will be considered as part of this process and this broad framework will form the basis of future reporting to the Board and Council

Rather than incorporating some of these changes now – and further changes later in the SOI process, it is proposed that we incorporate all KPI changes once we have agreement on the content of the new framework. The new framework will be submitted to the Board for discussion prior to incorporation into the final SOI.

### *Process*

Once the draft 2016-2019 SOI is approved by the Board, it will be presented to Council for feedback (shareholder's feedback) by 1 March. It is proposed that a cover letter to Council will explain how key points from the Mayors Letter of Expectation have been addressed, aligned with the attached table.

Council is required to submit feedback by the end of April.

Further to incorporating shareholder feedback, additional opportunities will exist to make refinements to this draft before final submission on June 30, as ATEED continues with its internal planning processes.

Council feedback will be reported back to the Board at its meeting in May. In addition to consideration of Council's feedback, the Board is also required under Section 96 of the Local Government (Auckland Council) Act 2009 to consider comments from members of the public, on Council's feedback. It is expected that this will be heard during the Public Forum of the June meeting of the Board.

The final 2016-2019 SOI is required to be finalised and presented back to Council before 30 June 2016, for adoption on 1 July 2016.

## **Maori Impact Statement**

Our draft SOI outlines our role in assisting Maori business and growing the Maori economy and is aligned with our ATEED Maori Responsiveness Plan. As part of the shareholder feedback process, the Independent Maori Statutory Board will have the opportunity to provide feedback.

## **Options**

Options open to the Board are to:

1. approve the Draft 2016-19 SOI for delivery to Council by March 1 with or without further changes/edits, and /or
2. delegate final sign-off to the Chair and or Chief Executive

## **Consultation**

The development of this draft SOI has been undertaken in consultation with the ATEED Senior Leadership Team.

## **Decision Making**

Under the Local Government Act the Board is required to deliver a draft SOI to its shareholders.

## **Financial Implications**

None

## **Recommendations**

1. That the draft 2016-19 Statement of Intent be approved for delivery to Auckland Council for shareholder feedback.

## **Attachments**

- Addressing key topics in Mayor's Letter of Expectation
- Draft ATEED 2016-19 Statement of Intent

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## **Signatories**

Unit Manager: James Robinson, Head of Strategy and Planning

General Manager: Martin Fairweather, Chief Operating Officer

## Addressing key topics in Mayor’s Letter of Expectation

Topic	Proposed change to SOI
<b>Funding</b>	The Draft SOI articulates ATEED’s ongoing focus on seeking alternate funding sources and reducing rates funding (Foreword and Section 2).
<b>Value of Money</b>	The Draft SOI articulates ATEED’s commitment to delivering strong value for money (Section 2).
<b>Local Economic Development</b>	<p>Additional commentary has been added to articulate ATEED’s approach to local economic development based around the development and delivery of actions within ATEED’s Local Board Engagement and Activity Plans (Section 5).</p> <p>An additional KPI has also been included to capture delivery against these Plans (Section 6).</p>
<b>Working with the Council Family</b>	Additional commentary has been included into the SOI to reflect a joined up approach with the broader Council family in the delivery of events (and other work) as appropriate (Section 9).
<b>Maori Responsiveness</b>	Our current SOI strongly reflects our current contribution towards Council’s Maori responsiveness objectives (Section 5).
<b>Brand Identity Guidelines</b>	Additional commentary has been added to the SOI to reflect our adherence of Council Brand Identity Guidelines within the context of the CCO Governance Manual (Section 9).



## He Mihi

E tu noa ana ngā maunga whakahii i te riu o Tāmaki Makaurau.

E whakaruruhau ana i ngā ahikaa mai tawhiti.

E maumahara ana i te nguha a Mataoho

Rātou kua poto ki tua ō te ārai, e moe e okioki

Tātou te hunga ora e kawē ana i te aronganui mō te pai me te whai rawa ō Tāmaki, tēnā rā tātou katoa.

The volcanic cones of Tamaki Makaurau stand as sheltering monoliths to the people from an ancient heritage who have kept the home fires burning as a symbol of remembrance of Mataoho whose rage created this beautiful landscape.

To those who have passed into the night, may you find eternal rest.

For those of us who have been left behind to build the most liveable city in the world, greetings to us all.

## Foreword

This Statement of Intent (SOI) sets out ATEED's strategic framework, activities and performance measures for the next three years in order to deliver on our role, and contribute to Auckland Council's targets and priorities.

The content of this SOI for 2016-19 reflects the continuing evolution of ATEED's role and focus. From our inception, we have placed a strong focus on growing the visitor economy as a means of underwriting the amenity of the city. More recently, our focus has increased on developing Auckland's culture of innovation and entrepreneurship in recognition of the fact that innovation is a crucial driver of growth and an area where we can make a significant contribution to delivering Auckland Council's economic priorities. As Auckland's profile as a new world city grows, we are now moving into a phase where we need to increase our international connectivity through an increased focus on trade, and the attraction of new business and fresh talent into Auckland to fulfil our developing potential. In combination, these areas of focus will drive Auckland's brand and identity, in turn attracting more visitors, entrepreneurs, businesses, talent and investment.

As a member of the broader council family, we will continue to work as a key partner in council's spatial initiatives - the Central City and The Southern Initiative - and in delivering against the transformational shifts in the Auckland Plan with a particular focus on:

- dramatically accelerate the prospects of Auckland's children and young people – through our work to encourage youth entrepreneurship and create pathways for youth employment
- substantially raise living standards for all Aucklanders and focus on those most in need – through facilitating new smart money and high value jobs for Auckland
- significantly lift Maori social and economic well-being – through delivery of transformational projects to enhance Maori business, tourism and major events

ATEED's specific activities against these shifts are articulated through this SOI.

Through the Annual Plan process and through his Letter of Expectation, the Mayor has clearly articulated an expectation that ATEED will put increasing focus on growing alternate revenue streams to assist in reducing rates funding while continuing to deliver strong value for money. This will be a strong area of focus for ATEED over the coming year.

During 2016/17, we will undertake a range of diverse and dynamic projects in the collaborative spirit of kotahitanga with our broad range of partners including Auckland Council's governing body and local boards, other Council Controlled Organisations (CCOs), central government, iwi, industry organisations, education and training providers, private businesses and not for profit groups. Our focus will continue to be on fully leveraging our relationships with these partners to ensure maximum value for money from our activities for all Aucklanders.

We are committed to a single minded focus on significant interventions that will leave a lasting legacy for Auckland and New Zealand, delivering world class or world leading outcomes. We are pleased to present this document as our statement of this commitment.



**David McConnell**  
Chair



**Brett O'Riley**  
Chief Executive

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## 1. Purpose of Statement of Intent

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Auckland Tourism Events and Economic Development Limited (ATEED) for the next three years, and the objectives to which those activities will contribute. It also serves as the SOI of World Masters Games 2017 Limited (WMG2017 Ltd), a wholly owned subsidiary of ATEED. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.

## 2. About ATEED

ATEED's role is to support the council's vision of creating the world's most liveable city and deliver great value for money by supporting the growth of a vibrant and competitive economy, with a particular focus on **facilitating new smart money<sup>1</sup> and high value jobs for Auckland**. The extent to which new opportunities deliver new smart money into Auckland and also increase the level of high value jobs within Auckland are two key pre-requisites upon which we prioritise and allocate our resources. This is our intervention logic for the investment of ratepayer funds.

### ATEED Priorities

In delivering on our role, ATEED will contribute to the priorities and growth goals contained in the Auckland Plan and the Auckland Council Economic Development Strategy to:

- Grow a business friendly and well-functioning city
- Develop an innovation hub of the Asia-Pacific rim
- Become internationally connected and export driven
- Enhance investment in people to grow skills and a local workforce
- Develop a vibrant, creative, international city

In particular there is a need to focus our efforts in those areas that offer the greatest opportunity for economic benefits. This includes a stronger focus on supporting the growth of Auckland's 'advanced industries' - those sectors that invest in research and development and have a workforce with higher levels of Science, Technology, Engineering and Maths (STEM) skills. International evidence has shown that these advanced industries will typically grow faster, export more and pay better at all levels of employment.

In addition, Auckland is increasingly recognised globally as a 'new world city', characterised by an attractive quality of life, fewer environmental or economic externalities and a smaller number of economic specialisms related to our comparative advantages. These locations play a role as knowledge, cultural or entertainment hubs, but many also possess hi-tech, innovation or research capabilities that make them important cities in the convention and higher education economies. New world cities such as Auckland are increasingly internationalised and their global connectivity provides a platform for increased levels of trade and collaboration and compete openly in contested global markets, including tourism, higher education, events, R&D, and summits.

In this context, ATEED believes there are a number of priorities that can significantly impact Auckland's economic growth. These priorities will drive growth and help differentiate Auckland internationally as a leading city. Over the period of this SOI, these will include:

- An increased focus on attracting new businesses, investment and talent into our key sectors of comparative advantage to improve Auckland's growth and competitiveness internationally.
- Developing the regional brand to position Auckland as a unique destination for the attraction of investors, entrepreneurs, innovators, tourists, events, students and skilled migrants.
- A refreshed strategic approach to major events that will see ATEED focus on achieving broader objectives across the events portfolio and growing homegrown unique events that reflect Auckland's identity.
- The delivery of World Masters Games 2017 and associated legacy activity as part of the continued expansion of Auckland as a world leading sports and events city.
- Ongoing focus on Auckland as an Innovation Hub of the Asia-Pacific rim offering a world leading eco-system for the establishment of innovation based entrepreneurs, including:

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<sup>1</sup> ATEED defines 'smart money' as productive foreign direct investment.

- the ongoing development and expansion of Grid AKL
- facilitation of a significant Screen Innovation and Production Precinct
- the creation of new opportunities for Maori and Pacific Island business start-ups
- Understanding and supporting the growth of Auckland's advanced industries and supporting the development of productive two way trading relationships.

## **ATEED Operating Principles**

ATEED has identified the following operating principles which we will adhere to in fulfilling our role:

### **Being Customer-centric**

ATEED acknowledges that the experience for the customer should be seamlessly integrated between the CCOs and the council ensuring a consistent approach to service delivery. Responsive and seamless customer service is a priority for ATEED. ATEED's organisational structure ensures delivery is designed from the "outside-in", deploying customer-centric design techniques to ensure ATEED is accessible and transparent about its activities.

### **Partnering for Growth – Kotahitanga**

Partnering is a core principle through which ATEED designs and delivers its work and is essential to our future success. ATEED adopted the Maori principle of kotahitanga ("unity in purpose") in 2012 to define its approach to partnering. Incumbent in that approach is the notion of shared goals and objectives, joint funding and ATEED being willing to let partners lead where appropriate.

For example, ATEED will provide business training and R&D funding through its role as the Auckland delivery agent for the government's Regional Business Partner Network programme, and it will leverage funding for major events through the national Major Events Development Fund. ATEED collaborates with a range of agencies and organisations including the Ministry of Business Innovation and Employment, Callaghan Innovation, Tourism New Zealand, New Zealand Trade and Enterprise, Sport New Zealand, Immigration New Zealand, Te Puni Kokiri, Ministry of Pacific Island Affairs, Treasury, Film New Zealand, NZ Film Commission, Ministry of Culture and Heritage, Ministry of Social Development and Education New Zealand.

### **Delivering Value for Money**

ATEED recognises the ongoing pressures on public funding and the need to deliver ever improving value for money to ratepayers. ATEED will continue to focus on commercial opportunities to partner with third parties and alternate revenue streams to ensure we are delivering enhanced levels of service without increasing rate funding requirements.

### **Many Minds – One Team**

ATEED's goal is to be number one and for Auckland to be number one: number one liveable city, number one event city, number one visitor destination, number one Maori city, number one Pacific Island city, number one innovation hub and number one economic growth agency. We will get there by living our values, which permeate all the work we do. Our values are:

- It's all about people: great company
- Let's be clear: great communication
- Connect and collaborate: great relationships
- Bold actions, smart choices: great thinking
- Get it done and make it yours: great results

### 3. ATEED's Contribution to the World's Most Liveable City

The Auckland Plan is the roadmap to deliver on Auckland's vision to be the world's most liveable city. This is a thirty year plan that is underpinned by a set of outcomes and transformational shifts to achieve this vision which help ensure we focus on the right things.

AUCKLAND'S VISION						
THE WORLD'S MOST LIVEABLE CITY						
OUTCOMES: WHAT THE VISION MEANS IN 2040						
A fair, safe and healthy Auckland	A green Auckland	An Auckland of prosperity and opportunity	A well connected and accessible Auckland	A beautiful Auckland that is loved by its people	A culturally rich and creative Auckland	A Maori identity that is Auckland's difference to the rest of the world
TRANSFORMATIONAL SHIFTS TO ACHIEVE THE OUTCOME						
Dramatically accelerate the prospects of Auckland's children and young people	Strongly commit to environmental action and green growth	Move to outstanding public transport within one network	Radically improve the quality of urban living	Substantially raise living standards for all Aucklanders and focus on those most in need	Significantly lift Maori social and economic well-being	

The transformational shifts in the Auckland Plan work together to achieve the transformations that are required to get there. ATEED plays a critical part in delivering on these shifts through both primary and secondary contributions. This is outlined in the table below:

Auckland Plan	Degree of contribution	How ATEED contributes
Children & young people	Secondary	Through our work in enhancing the visitor economy growing our target sectors and enabling skill development, education and talent, ATEED contributes directly to the following goals of I Am Auckland (council's strategic action plan on children and young people): <ul style="list-style-type: none"> <li>Given opportunities to succeed and being given a fair go</li> <li>Auckland is my playground</li> <li>Rangatahi tu rangatira (transforming from a young person into a leader)</li> </ul>
Environmental action & green growth	Secondary	Development of a sustainable visitor economy. Growth of service based low carbon emitting industries.
Outstanding public transport	Secondary	Facilitating the development of digital industries and solutions and clean technology industries including electric vehicles. Attraction of investment for significant infrastructure projects, including transport infrastructure.

Auckland Plan	Degree of contribution	How ATEED contributes
Quality urban living	Secondary	Business attraction and investment activity including assisting high quality investors with a commitment to ethical and sustainable development. The visitor economy underpins the amenity of urban and rural living in Auckland.
Raised living standards	Primary	ATEED's focus on facilitating new smart money and high value jobs for Auckland through delivering on its five strategic priorities (innovation, investment, skills and talent, visitors, brand) will lead to a transformational uplift in income for all Aucklanders and help to improve socio-economic inequalities.
Maori social and economic wellbeing	Primary	Through our lead role in the Whai Rawa workstream of the Te Toa Takitini programme and through projects and programmes like, the Maori Economic Growth programme, the Major Events Strategy, the Tamaki Haerenga Waka Festival, Maori tourism development and iwi investment facilitation, ATEED will take every opportunity to incorporate Maori responsiveness – contributing to Maori wellbeing, and post-Treaty settlement opportunities – into its activity.

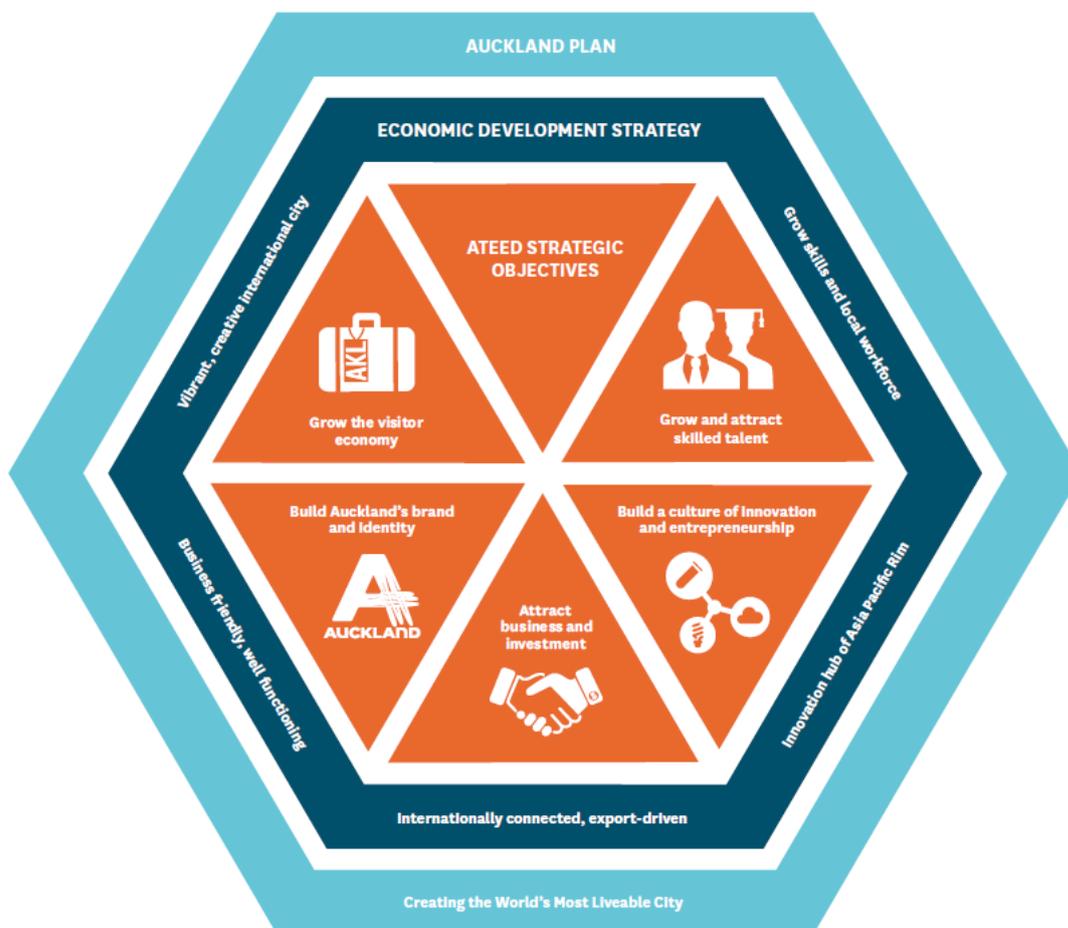
## 4. ATEED's Strategic Objectives

ATEED has identified five key strategic objectives that collectively articulate ATEED's role in creating the world's most liveable city, delivering on a number of key strategies to bring new smart money and high value jobs into Auckland. The five strategic objectives are:

- Build a culture of innovation and entrepreneurship
- Attract business and investment
- Grow and attract skilled talent
- Grow the visitor economy
- Build Auckland's brand and identity

Through these objectives we can connect Auckland wide strategies (Auckland Plan, Economic Development Strategy) and ATEED's ongoing strategic interventions, growth programmes and projects. The framework below provides the organisation with focus on those areas of our role that will make a difference to Auckland. The key strategic objectives are supported by more detailed action plans, investment proposals and delivery partnerships.

**Figure 3: ATEED's Strategic Objectives**



## 5. Three Year Workplan to Deliver on Strategic Direction

The following are the key initiatives/projects to deliver on ATEED strategic objectives. Many of these initiatives/projects are delivered across the region including into council's key spatial priority areas, the Central City and the Southern Initiative.

Key projects and programmes	Description
<p><b>Build a Culture of Innovation and Entrepreneurship</b></p> <p><i>An entrepreneurial economy fuelled by innovative businesses will grow at an accelerated rate, and as such innovation and entrepreneurship are crucial for sustained and long-term economic growth. In building a culture of innovation and entrepreneurship, ATEED's primary role is to enable, facilitate and connect. In partnership with corporates, industry clusters, government, universities and working directly with businesses we will help build an environment which supports innovation and entrepreneurship to flourish. ATEED has a dedicated Innovation Programme, shaped by the Auckland Innovation plan, which will support the growth of a culture of Innovation and Entrepreneurship in Auckland.</i></p>	
<p>Stimulating and Promoting Innovation &amp; Entrepreneurship</p>	<p>The ongoing development of GridAKL as the innovation hub for Auckland and a showcase of innovation, including the nurturing of high-growth start-ups and a programme of events and activation. We will also work with other existing and proposed co-working spaces to enhance linkages between these spaces and Grid AKL, increasing collaboration and shared knowledge.</p> <p>Delivery of our youth entrepreneurial programmes including Young Enterprise Scheme, Ideastarter and Dig my Idea which aim to inspire entrepreneurial ambitions among young people. Aligned to this, ATEED is working with the tertiary sector to support entrepreneurship catalyst programmes. This continuum of initiatives support the development of the next generation of entrepreneurs in Auckland.</p> <p>Increase the visibility of innovation led entrepreneurship through supporting the delivery of an Auckland showcase innovation event which will increase collaboration within the innovation ecosystem and showcase Auckland's innovation strengths to international attendees and promoting Auckland innovation story and performance to a domestic and international audience.</p>
<p>Supporting R&amp;D and STEM Focused Industries</p>	<p>Work with industry associations and other key stakeholders to support the growth of Auckland's Advanced Industries (those which have a higher proportion of R&amp;D investment and STEM employment). These industries include High Value Foods and Beverages, ICT, Screen and Digital, Sports Tech, Advanced Materials and High Value Manufacturing.</p> <p>Aligned to our support for High Value Foods and Beverages, continue to Support New Zealand Food Innovation Auckland (the Foodbowl – Te Ipu Kai) to achieve its vision for a motivated and internationally recognised F&amp;B industry including improving connectivity between the Foodbowl and F&amp;B firms.</p> <p>Support investment in R&amp;D including through delivery of the Regional Business Partner programme and increasing the awareness of the value of R&amp;D investment amongst Auckland businesses.</p>
<p>Supporting Local Economies &amp; Local Businesses</p>	<p>In partnership with the Auckland Chamber of Commerce, support local business through delivery of the Regional Business Partner programme in Auckland. Together, ATEED and Auckland Chamber of Commerce, also deliver the Westpac Auckland Business Awards to celebrate the success of local businesses.</p> <p>Through local venues, deliver initiatives and local business events which foster connectivity and collaboration both within and across industries.</p> <p>Working with the broader council family including local boards to support decision making on local economic growth and facilitate or coordinate the delivery of local economic development activity.</p>

Key projects and programmes	Description
Supporting the Growth and Diversification of the Maori Economy	Working with Iwi and Mana Whenua ATEED will deliver a range of interventions that will increase Maori capability and capacity to grow the Maori economy. Interventions include youth focused initiatives such as Dig My Idea and Emerging Leaders Programme, an SME focused programme supporting Maori small and medium businesses, and the development of a Maori corporate network.
<p><b>Attract Business and Investment</b></p> <p><i>The attraction of more businesses of scale, and a focus on productive inward investment, is crucial if Auckland's growth goals are to be achieved. ATEED's role is to work in partnership with central government and the private sector to proactively attract and respond to business and investment opportunities into sectors of focus for Auckland, and ensure that services are effectively leveraged and coordinated. ATEED also delivers post-investment aftercare services to ensure Auckland retains this investment and associated jobs and skills and actively encourage further investment.</i></p>	
Business Attraction	Identify and facilitate business attraction opportunities in Auckland's key sectors. Understand barriers to business attraction and investment and work to ensure Auckland is an investment friendly destination that delivers appropriate investment opportunities and compelling reasons for businesses to establish in Auckland.
Investment Promotion and Attraction	Promote Auckland as an international business and investment destination. Continue to implement our targeting programme to attract productive FDI into key projects, initiatives and sectors of specialisation including investment into the Auckland visitor economy such as the accommodation sector, new hotel infrastructure and major new attractions for Auckland. Work in partnership with Immigration New Zealand to facilitate the attraction of investor migrants.
Post Investment Support	Deliver post investment support (aftercare) services through the Aroha Auckland programme to companies and individuals to ensure the retention of existing multi-national businesses and investors and identify opportunities for further expansion.
Event Leverage	Leverage major and business event activity to ensure business growth, business attraction and investment opportunities are fully utilised (e.g. motorsport investment) and increase the amenity and liveability of the city.
Screen and Digital	Attract international screen and digital production and project activity to Auckland, develop local productions and sector capability and facilitate the permitting of screen activity (through Screen Auckland) to ensure a thriving Auckland screen sector.
<p><b>Grow and Attract Skilled Talent</b></p> <p><i>Nurturing a talented workforce with a strong skills base is identified internationally as key to developing an innovation and knowledge based economy. People with the right skills and talent can give firms a competitive edge through increased innovation, use of new technologies, improved workplace practices and access to new markets. ATEED's role is to work with employers to better understand key skill challenges and workforce development needs and attract the right talent to fill them including the role that youth can play. We also work with government and training providers to develop pathways for students into the city's growth industries.</i></p>	
Talent Attraction and Retention	Work in partnership with Immigration New Zealand, Auckland Chamber of Commerce and key employers to support the attraction of migrant and expat talent into skills gaps in Auckland for key sectors through a range of channels including targeted marketing campaigns and interventions to address sector barriers.
Workforce Planning	Work with government and tertiary education providers to identify and support training in areas of emerging shortages such as information and communications technology (ICT) and the science, technology, engineering and mathematics (STEM) skills needed for innovation and economic growth. With COMET, deliver the Science in Society pilot in South Auckland.
Employment Pathways	Work with Education New Zealand to retain international students and develop pathways into employment in alignment with our key economic growth sectors. Support youth employment by

Key projects and programmes	Description
	delivering the Employers Pledge Programme and Jobfests in partnership with council's Youth Connections programme.
<p><b>Grow the Visitor Economy</b></p> <p><i>The benefits of an enhanced visitor economy extend beyond the direct economic impacts that increased visitor numbers bring. A city that is attractive to visitors also attracts residents, students, migrants and investment, in turn providing jobs and an improved standard of living. In this way, the visitor economy underwrites much of the amenity of Auckland that benefits visitors and residents alike. ATEED's role is to work with partners to market and promote Auckland as a unique destination to domestic and international tourists, the travel trade, business/institutions and students. We also work with the visitor sector to identify and fill gaps in Auckland's visitor attraction offering – including major events.</i></p>	
International and Domestic Destination Marketing	Undertake international trade and consumer marketing and media activity in Australia, China, Japan and the USA in partnership with Tourism NZ (TNZ), Auckland International Airport Limited (AIAL), Flight Centre, and other partners. Continue marketing Auckland domestically including through new and existing events and through specific campaigns.
Trade Marketing	Focus on increasing yield from key markets through the high value "AKL GEM" visitor programme (e.g. Golf, Equine, Marine including super yachts) and trade partnerships with TNZ, AIAL, Virtuoso, AMEX, China Southern and others.
Destination Development	Work with partners to identify and address product gaps and ensure the region's strong Maori roots and contemporary culture are weaved into the visitor offering. Projects include the launch of Rangitoto-Motutapu Haerenga, new developments like Skypath, Wero Water Park, new ferry services within Hauraki Gulf, cycling and walking trails, and Maori cultural attractions that align with the Auckland offering. Continue to work with local tourism operators and regional cluster groups to facilitate connectivity and position and promote local areas as distinctive destinations within Auckland. Work with the Cruise sector to ensure Auckland continues to rate highly as a cruise destination and that cruise infrastructure responds to the growth in the size of ships and the number of visits.
Business Event Attraction and Leverage	Grow the value and volume of business events in Auckland and focus on using business events to address seasonality in the visitor economy and support growth and investment into key Auckland sectors (through the Auckland Convention Bureau) in line with the Auckland Business Events Plan. Work with TNZ and the New Zealand International Convention Centre to attract major business events to Auckland.
International Student Attraction and Retention	Work with Education New Zealand and the education sector to tell the Auckland education story to attract international students to Auckland. Deliver interventions to enhance the international student experience and create lifelong connections between the city and students, their friends and family.
Major Event Attraction and Development	Work in partnership to attract, create, develop and facilitate a portfolio of economic, social and brand anchor events which align with Auckland's Major Events Strategy and the priorities of ATEED. Over the period of this SOI, these events will include: ITM 500 Auckland (V8 Supercars), NRL Auckland Nines, New Year's Eve for Auckland and the New Zealand Flower and Garden Show.
Major Event Sponsorship and Leverage	Leverage the annual major events portfolio taking an integrated view across ATEED and focusing particularly on events having significant impact such as the Lions Tour 2017, World Masters Games 2017 and Volvo Ocean Race Auckland Stopover 2018.
Major Event Delivery and Operational Support	Ensure the successful delivery of the Tamaki Herenga Waka Festival, Auckland Lantern Festival, Auckland Pasifika Festival and the Auckland Diwali Festival of Lights. Offer city operations expertise and support of major events.
World Masters Games 2017	Through WMG2017 Ltd, deliver an operationally successful event that meets or exceeds KPIs while maintaining at least a balanced budget and in accordance with contractual obligations to

Key projects and programmes	Description
	the International Masters Games Association (IMGA) and the Ministry of Business Innovation and Employment (MBIE)
Visitor Information Provision	Continue to improve the provision of visitor information services particularly through digital channels and i-SITES
<b>Build Auckland's brand and identity</b>  <i>Every great city has a great brand and positioning. A brand is a complete value proposition that sets a city's identity apart. A clearly articulated brand position for a city is important for attracting tourists, students, migrants, researchers, innovators, entrepreneurs, investors and events and the associated benefits they bring. ATEED's role is to develop Auckland's global brand proposition and work with partners to ensure it is promoted consistently across Auckland's business, tourism and major events work.</i>	
Global Auckland	Lead the development of a global brand proposition for Auckland. Work with partners to promote the Auckland identity and brand story consistently and seamlessly across business, tourism and major events activity in domestic and international markets in a way that leverages our distinct advantages. Benchmark and validate brand awareness and traction.
www.aucklandnz.com	Maintain www.aucklandnz.com and associated social media as key channels to promote the Auckland identity and brand story including ongoing investment in search engine marketing and optimisation to ensure traffic continues to grow in key markets.

## Local Economic Development

ATEED is in the process of developing Local Board Engagement and Action Plans for all 21 Local Boards in the Auckland Region. These plans outline specific actions and projects that align both with ATEED's economic development goals for Auckland and each board's objectives as specified in their Local Board Plans. ATEED will report on progress against these actions through regular reporting to Auckland Council and local boards.

## Māori responsiveness projects and activities

As Auckland's economic growth agency, ATEED is responsible for promoting and fostering economic development and opportunities for everyone across the region, including Tamaki Makaurau's 19 recognised iwi groups and the wider Maori community.

We know the value of strong performing sectors within the economy, and the Maori economy contributes across Auckland's economic sectors at all levels. We recognise that the Maori economy is becoming a formidable force within Auckland's domestic economy, and that it encompasses business, social and community dimensions.

Through our lead role in the Whai Rawa workstream of the Te Toa Takitini<sup>2</sup> – Maori Responsive High Performance Council programme ATEED has a strong vision about the role we can play to advance the business and economic well-being of mana whenua and mataawaka in the region. This includes identifying appropriate investment partners, sector partners and growth initiatives.

Key projects that ATEED has identified that specifically contribute to Maori well-being and post-Treaty settlement opportunities are specified below.

<sup>2</sup> Te Toa Takitini is a council led initiative designed to lead and influence better outcomes for Maori by enabling a top-down council family approach to significantly lift Maori social and economic well-being, strengthen the council's effectiveness for Maori and maximize post-Treaty settlement opportunities for the benefit of mana whenua, Auckland Council and Auckland public.

Key projects and initiatives	Description	Contribution to Māori wellbeing/ opportunities
Tamaki Herenga Waka Festival	Work with key partners (including iwi and Auckland Council) to develop and ensure delivery of the Tamaki Herenga Waka Festival.	Celebrates and showcases Maori culture and provides a vehicle to leverage Maori business and investment opportunities.
Maori Economic Growth Programme	Deliver a Maori Economic Growth programme including a range of interventions that will increase Maori capability and capacity to grow the Maori economy.	Provides networking opportunities, advice and channels to support the ongoing growth of Maori business.
Maori Tourism Development Programme	Advocate for greater Maori presence in Auckland's attractions, public spaces and visitor services, and support new and existing Maori tourism businesses (e.g. Rangitoto-Motutapu Haerenga).	Support for Maori tourism businesses from market intelligence and start-up advice through to assistance in connecting with export opportunities.
Iwi Investment Support	Work with Auckland iwi to identify opportunities to invest and/or co-invest in initiatives that have positive outcomes for Maori.	Maximise Maori business and investment opportunities.
Maori Cultural Showcasing	Take all opportunities to showcase Maori culture through key initiatives including major sporting and business events (e.g. NRL9s).	Celebrates and showcases Maori culture.
Maori Cultural Centre	Work with partners to facilitate the development of a significant Maori cultural centre in Auckland.	The Centre will celebrate and showcase Maori culture to the world and provide employment and economic development opportunities.

In addition, we will also continue to look for one-off opportunities of significance for showcasing and developing the Maori economy, culture and capability, whether in Auckland or internationally. This programme of work and ATEED's initiatives to improve our organisational responsiveness to Maori are also reflected through ATEED's Maori Responsiveness Plan

## 6. Performance Outlook

ATEED has an agreed set of performance measures and targets which form the basis for accountability to delivering on our strategic objectives. These will be reported on quarterly in accordance with the CCO Governance Manual and align to the measures agreed as part of the Long-term Plan 2015-2025.

Service Level Statement	Measure	2014/15	2015/16	2016/17	2017/18	2018/19
		Actual	Annual Plan			
<b>Build a Culture of Innovation and Entrepreneurship</b>						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Number of businesses taking up tenancy at GridAKL (Wynyard Innovation Precinct) (cumulative) and percentage 'innovation-led' <sup>3</sup>	15	25 (70%)	25 (70%)	55 (70%)	55 (70%)
	Total value of Callaghan Innovation R&D grants through the Regional Business Partner Programme	\$3.59mm	\$4m	\$4m	\$4m	\$4m
	Percentage of stakeholders satisfied with provision of business advice start-up and training programmes (LTP measure)	94%	85%	85%	85%	85%
	Number of actively managed businesses through Regional Business Partner Programme.	884	360	360	360	360
	Number of businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)	New measure	1,500	1,500	1,500	1,500
	Number of Maori businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)	New measure	100	100	100	100
<b>Attract Business and Investment</b>						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Facilitation of the establishment or significant expansion of multinational and local companies in target sectors (LTP measure)	6	5	5	5	5
	Number of intensively account managed customers in ATEED aftercare programme (Aroha Auckland)	85	80	85	85	85

<sup>3</sup> Innovation-led is defined as businesses developing new or improved technologies or services

Service Level Statement	Measure	2014/15	2015/16	2016/17	2017/18	2018/19
		Actual	Annual Plan			
	Total GDP contribution of deals effected with ATEED involvement	\$604m	+5%	+5%	+5%	+5%
	Value of investment deals effected by ATEED within the financial year	\$265m	\$265m	\$278m	\$292m	\$307m
<b>Grow and Attract Skilled Talent</b>						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Number of 'live' signatories to the Youth Employment Traction Hub Employers Pledge (LTP measure)	13	50	50	50	50
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Growth in value of international student spend to Auckland	\$1.75b	\$1.564b	\$1.888b	\$2.115b	\$2.276b
<b>Grow the Visitor Economy</b>						
Promote and develop Auckland as a national and international visitor and business destination, including through the attraction, facilitation, funding and delivery of major events	Spend by visitors in Auckland	\$5,340m	\$5,412m	\$5,655m	\$5,922m	\$6,213
	Number of international business event bids submitted (and win/loss ratio)	New measure	28 (60%)	35 (60%)	40 (60%)	40 (60%)
	Percentage of customers satisfied with visitor information centres and services (LTP measure)	93%	85%	85%	85%	85%
	Contribution to regional GDP from major events invested in (LTP measure)	\$73.1m	\$49m	\$86m <sup>4</sup>	\$49m	\$55m
	Percentage of Aucklanders who agree events make Auckland a great place to live (engender pride and sense of place)	79%	80%	80%	80%	80%

<sup>4</sup> Target includes the impact of World Masters Games 2017

Service Level Statement	Measure	2014/15	2015/16	2016/17	2017/18	2018/19
		Actual	Annual Plan			
	Visitor nights generated by major events invested in <sup>5</sup>	390,000	150,000	415,000 <sup>6</sup>	165,000	180,000
	Estimated number of attendees at major events invested in	1.87m	1.52m	1.60 <sup>7</sup> m	1.57m	1.65m
	Percentage of customers satisfied with delivered major events (LTP measure)	92%	85%	85%	85%	85%
<b>Build Auckland's Brand and Identity</b>						
Promote and develop Auckland as a national and international visitor and business destination, including through the attraction, facilitation, funding and delivery of major events	Total visits to www.aucklandnz.com (LTP measure)	3.19m	3.0m	3.4m	3.8m	3.8m

**Note:** Measures related to major event activity may be subject to some volatility due to the type and size of major events held from year to year. For example, the resources required to deliver a significant major event such as the World Masters Games may mean relatively less activity can be funded and/or delivered in the period leading up to it. As a result, RORI in the year of WMG should be considerable, but is likely to be significantly lower in the year preceding. A 'rolling average' approach to major event measurement may be more appropriate.

## Local Economic Development

Measure	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Annual Plan			
Percentage of actions in ATEED Local Board Engagement and Action Plans completed.	New measure	New measure	80%	80%	80%

## Mana Whenua Engagement

<sup>5</sup> Targets for visitor nights generated by major events reflect the targets originally endorsed by council through the Major Events Strategy. It has since become apparent that these targets are low and ATEED aims for significantly higher KPIs internally. Refreshed target will be developed for 2016/17.

<sup>6</sup> Target includes the impact of World Masters Games 2017

<sup>7</sup> Target includes the impact of World Masters Games 2017

Measure	2014/15	2015/16	2016/17	2017/18	2018/19
	Actual	Annual Plan			
Percentage Mana Whenua satisfaction with quality of engagement.	New measure	Establish baseline	Maintain/improve	Maintain/improve	Maintain/improve

## World Masters Games 2017

WMG2017 is a multi-year project which will be delivered in April 2017. The major KPIs are based on the outcome of the Games and are specified in the Terms of Reference between ATEED and WMG2017 Ltd. Achieving these KPIs will be the basis on which the performance of the organisation is judged. The below are a subset of the full set of KPIs specified in the Terms of Reference.

Measure	Target
Contribution to regional (Auckland) GDP of world Masters Games 2017	\$36.16m
Visitor nights generated in Auckland by World Masters Games 2017	250,810
Percentage of competitors/participants who agree that the Games were well organised	85%
Percentage of public attendees who agree that the Games were well delivered and enhanced their pride in the city	85%

## 7. Monitoring Indicators

In addition to our performance measures, ATEED has identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but which we aim to influence through our activity. As the city's economic growth agency, we take a leadership role in monitoring, reporting and influencing these indicators as we can, however we do not measure the performance of our organisation against them.

Measure	2011	2012	2013	2014	2015
Auckland Real GDP growth (YE Mar)	3.1%	3.9%	2.5%	2.9%	3.7%
Auckland exports growth	3.0%	2.7%	2.1%	na	na
Auckland productivity growth	na	0.1%	0.2%	-0.3%	na
Percentage of Auckland businesses innovating	na	na	na	na	77%
Auckland youth (15-24yrs) NEET <sup>8</sup> rate (YE Dec)	12.1%	12.8%	9.6%	10.6%	9.8%
Auckland commercial guest nights (YE Dec)	6.25m	6.43m	6.67m	6.99	7.12
Visitor arrivals through Auckland airport (YE Dec)	1.85m	1.82m	1.93m	2.03m	2.22m
Overall visitor satisfaction with Auckland experience (/10)	7.7	7.9	7.8	7.7	na

<sup>8</sup> NEET: Not in employment, education or training

## 8. Summary of Financials

The following summary of financials supports the delivery of the strategic deliverables and performance targets for ATEED.

Operating budgets (\$million)	Long Term Plan	Annual Plan		
	2015/16	2016/17	2017/18	2018/19
<b>Revenue</b>				
Funding from Auckland Council				
Fees and user charges				
Subsidies and grants				
Other revenue				
Vested assets				
<b>Total revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>				
Employee benefits				
Depreciation and amortisation				
Other operating expenses				
<b>Total expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Finance expense	0	0	0	0
<b>Net operating income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Capital budgets (\$million)	Long Term Plan	Annual Plan		
	2015/16	2016/17	2017/18	2018/19
<b>Total capital expenditure</b>				
<b>Sources of capital funding:</b>				
Subsidies and grants				
Auckland Council				
<b>Total sources of capital funding</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Shareholder equity ratio</b>				

### Specific expenditure towards Māori outcomes

Initiatives (\$million)	Long Term Plan 2015/16	Annual Plan		
		2016/17	2017/18	2018/19
Tamaki Herenga Waka Festival	0.50			
Maori Economic Growth programme	0.10			
Maori Tourism Development programme	0.15			

### Other financial information

<b>Current value of assets</b>	The current value of ATEED's assets as 30 June 2015 was \$5.631 million based on the net asset value of the ATEED group as disclosed in the audited financial statements.	
<b>Accounting Policies</b>	ATEED accounting policies are consistent with those of the Auckland Council group policies.	
<b>Financial Reporting</b>	ATEED financial reporting to council will be in accordance with requirements of the CCO Governance Manual.	
<b>Asset sales (\$ million)</b>	2014/15 Actual	Nil
	2015/16 LTP	Nil
	2016/17 Annual Plan	Nil
	2017/18 Annual Plan	Nil
	2018/19 Annual Plan	Nil

## 9. Approach to Governance

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual (which incorporates all requirements under the CCO Accountability Policy and expectations related to Brand Navigation Policies) which sits alongside this SOI and also forms part of the annual binding agreement between council and ATEED.

ATEED commits to working with all members of the council family to ensure a joined up approach to all its economic development activity including event schedule clashes that would materially impact on the same audience.

In addition to its governance relationship with council, ATEED also holds governance relationships with World Masters Games 2017 Ltd and New Zealand Food Innovation Auckland Ltd.

### World Masters Games 2017 Ltd

World Masters Games 2017 Limited is a limited liability company that has been incorporated by ATEED as a subsidiary and consequently is a Council-Controlled Organisation for the purposes of the Local Government Act 2002. WMG2017 Ltd has its own board of directors, guided by the Constitution and Terms of Reference put in place by ATEED.

WMG2017 Ltd reports to the ATEED Board via monthly whole of programme reporting, and fortnightly to ATEED management via a Steering Group involving the WMG2017 Ltd Chief Executive and two members of ATEED's Leadership Team.

### New Zealand Food Innovation Auckland Ltd (NZFIA) – trading as The Foodbowl (Te Ipu Kai)

NZFIA is a food and beverage new product development facility, intended to help Auckland and New Zealand companies create new and innovative products, with an emphasis on added-value and export orientated, food and beverage products. Success for NZFIA is based on how much it helps Auckland and New Zealand's food and beverage sector to expand.

NZFIA is jointly owned and funded by ATEED (one third) and Crown agency, Callaghan Innovation (two thirds). The relationship between NZFIA, ATEED and Callaghan Innovation is governed by a Shareholders Agreement which specifies the way in which the shareholders will work with NZFIA and provide oversight of it as a subsidiary company of each parent entity. Details of the public funding of NZFIA by each shareholder is also outlined in the Shareholders Agreement.

On an annual basis, as specified in the Shareholders Agreement, ATEED and Callaghan Innovation will review and jointly approve a Business Plan for NZFIA for the coming financial year, which will include financial targets and other KPIs for NZFIA.

## Public Meetings

Auckland Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009):

Purpose	Date	Form of Public Notification
Consider performance against SOI targets	August 2016	Public notice, New Zealand Herald
Consider shareholder comments on draft SOI	June 2017	Public notice, New Zealand Herald

## Health and Safety

ATEED is committed to driving a strategy that delivers a culture of zero harm for employees, contractors, visitors, customers and anyone who may be affected by ATEED's activities. We will do this by:

- Ensuring that best practice health and safety standards are consistently applied in every aspect of our business activities;
- Complying with all health and safety obligations under relevant legislation; and
- Having a safe, healthy and enjoyable environment for everyone within ATEED's area of control.