

**ATEED Board Interests and Conflicts Register**

<b>Director</b>	<b>Interests and Conflicts</b>
Mark Franklin	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 & 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)  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
<b>Director</b>	<b>Roles &amp; Responsibilities outside of ATEED</b>
Evan Davies	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>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>

# OPEN BOARD MEETING AGENDA

Tuesday 28 January 2020 – Hau Raki, Level 7, 167b Victoria Street West

Item	Subject	Presented By	Action	Start Time	Duration
	<b>OPEN AGENDA</b>				
1	Apologies		To Note	11:40 AM	1
2	Directors Interest Register, Conflicts of Interest Declaration	Mark Franklin	To Note	11:41 AM	2
3	Chief Executive's Monthly Report	Nick Hill	To Note	11:43 AM	15
	<b>Close Open Board Meeting</b>			11:58 AM	

# OPEN BOARD MINUTES

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

**Where:** ATEED, Level 7, 167b Victoria Street West, Auckland 1010

**When:** Tuesday, 26 November 2019 at 1.12 p.m.

**Directors:** Mark Franklin (Chair)  
Mike Taitoko  
Carol Cheng  
Ziena Jalil  
Stuart McCutcheon  
Dan Walker

**Apologies:** Evan Davies

**In Attendance:** Melissa Crawford, Future Directors Programme  
Nick Hill, Chief Executive (Item 5)  
Correen Painter, Company Secretary and Legal Counsel  
Parin Rafiei-Thompson, Manager Climate Innovation and Sustainability (Item 6)  
Noah Maffitt, GM Strategy (Item 6)  
Jacky Hollingsworth, Chief Financial Officer (Item 4)

Public & Media  
Attendance: Grant Hewison, Waitemata Low Carbon Network (Item 6)  
Olya Koukin, Equal Justice Network (Item 6)  
Helen Loveridge, Equal Justice Network (Item 6)

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## 1. Apologies

The Board **noted** the apology of Evan Davies.

**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 29 October 2019 Board Meeting and confirmed the minutes were a true and correct record.

**4. Finance Report**

Jacky Hollingsworth spoke to the paper.

The Finance team has been working with the ATEED Operations Management Team to manage variances to forecast across the organisation.

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.

**6. WLCN and EJP Presentation**

Grant Hewison, Olya Koukine and Helen Loveridge spoke to the paper.

The WCLN and EJP advised they had been working on a year-long project presenting submissions to CCO's as part of the public consultation process in order to keep climate change action in the forefront of mind and enable it to become a key component in policy decision making.

The WCLN and EJP noted the Statement of Intent could have more emphasis on climate change but were pleased with the framework proposed to address climate change.

The WCLN and EJP noted the current risks to the Auckland tourism economy involved the emerging issues of 'flight shame', the transparency of the airline carbon off-setting schemes and greenhouse gas emissions. The Board noted that the Destination 2025 committee was made up of several representatives from the travel sector and the emerging issue of "flight shame" is a specific issue they are addressing.

ATEED's footprint is not large but WCLN and EJP recommended:

- Specific targets were put in place and performance measured against these targets;
- ATEED work in partnership with the CCO family instead of each organisation working in microclimates and conducting their own insular bench marking noting the CCO family has an operational, educational and regulatory role in the climate change space;
- ATEED could position its influence within the business community with respect to sustainable procurement; and working with suppliers who measure greenhouse gases and look to decrease their emissions;
- ATEED should look to become a leader in sustainable procurement;
- ATEED become more involved in the proposed Auckland Council Climate Action Framework; and
- Establish a committee structure that allowed for an in-depth look at climate change issues.

The WCLN and EJP thanked the Board for the work ATEED has started in the climate change space specifically referencing the work administered by Noah Maffitt and Parin Rafiei-Thompson.

The Board **thanked** the WCLN and EJP for their presentation.

The Open Board meeting closed at 1.35 p.m.

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

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Chair

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Date

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# Chief Executive Report – January 2020

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

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## Chief Executive Overview

### CCO Review

Late last year, Auckland Council announced the three members of the panel that will lead the independent review of its substantive council-controlled organisations (CCOs). The independent panel will comprise of Miriam Dean (panel chair), Doug Martin and Leigh Auton.

I received the attached letter from Miriam Dean immediately prior to the Christmas break and an accompanying list of issues that the panel have distilled from the Terms of Reference which will form the basis of the panel's engagement and eventual report (appendix I & II). To date we have responded to a number of initial information requests from the panel to all CCOs and have provided:

- ATEED internal staff engagement results
- Key customer satisfaction results
- ATEED 2019/20 Business Plan
- ATEED and Auckland brand/logo guidelines
- The Auckland Playbook
- A summary of 2019 media activity

We have our first face to face briefing with the panel on January 28 and have further opportunities for more in-depth engagement with the panel in early February.

### CCO Oversight Committee – ATEED Board Annual Workshop

The annual workshop between the ATEED Board and the CCO Oversight Committee has been scheduled for 18 February from 10am to 12 noon (approx.). This workshop forms parts of Council's overall accountability framework for CCOs. It is co-chaired by ATEED and Council, and is intended to be forward-looking and focused on strategic issues. It may include discussion on future risks (matters which could impact on the performance or reputation of the CCO or the council group). Protocols have been developed to guide these workshops and have been attached for reference.

A potential agenda for the workshop could cover:

- Brief budget and programme overview
- ATEED's response to the Mayor's Letter of Expectation to set the context and frame the discussion to follow

- A decent time for discussion on 2021 – what the opportunity is, what ATEED is doing to lead the programme, and addressing resource requirements
- A brief update on the screen industry, given Council involvement and interest
- Auckland’s regional economic development objectives, what work needs to be done to validate and refine these, and what the priorities should be for ATEED.

Board feedback/comment on these points is sought.

## **Strategic issues/opportunities**

### **New Zealand International Convention Centre**

Demolition work is about to start at the New Zealand International Convention Centre (NZICC) where upper-level materials will be removed following the fire in October last year. It will still be some weeks before a full timeline for the rebuild is completed and NZICC has advised the next formal update will be available end of February.

Further discussion around the possibility of the venue being used in some capacity as part of Auckland’s role in APEC 2021 is due to take place in early February.

### **36<sup>th</sup> America’s Cup**

The Notice of Race and Conditions for the 36th America’s Cup Match have been agreed between Challenger of Record (CoR) and the Defender (Emirates Team New Zealand) – a protocol requirement. This is important because these are the conditions which govern the match (held between 6-21 March 2021).

There are seven race days from 6-21 March and each race day will feature two races with a 4pm NZ time start time.

Under the protocol the Notice of Race and Conditions for the Prada Cup are to be agreed by 30 June 2020. But ATEED (hosts) have continued to push for this information earlier – as it has significant impact on city planning and budgeting, particularly relating to security and transports costs.

### **2020 ITM Auckland Super400**

The 2020 event will relocate from Pukekohe to Hampton Downs as a result of changes through the Auckland Unitary Plan, which restricts motorsport noise at Pukekohe Park Raceway on Anzac Day.

Pukekohe will remain the central hub for the Anzac weekend event from 24-26 April with all Supercars teams, staff and event crews based in the Auckland region.

Despite the change in venue, ATEED management is confident that the Auckland region will receive the bulk of the economic benefit from being the main hub for suppliers, accommodation and off-site activities for visitors.

The Mayor's office and local elected representatives for Franklin – Deputy Mayor Bill Cashmore and Local Board Chair Andy Baker – have expressed support for the move to Hampton Downs, given that Pukekohe still stands to be the metropolitan hub for the event.

### **Screen sector**

A cast announcement and reconfirmation that filming will begin in New Zealand in February was published on 15 January.

### **GridAKL**

ATEED and Precinct Properties are in negotiation over space for activation during America's Cup. This space would be to showcase Auckland innovation and host international guests.

## **Cross-cutting themes**

### **Māori economic growth**

*Auckland 2021 Māori Outcomes Delivery Programme* – governance and reporting mechanisms have been developed, with four key workstreams outlined. The programme will run from now until the end of the 2021 calendar year. Recruitment is underway to fill the workstream lead roles, which will be four fixed-term roles and a programme manager. The 2021 Māori Outcomes delivery team is working closely with the AKL 2021 team, as well as wider ATEED delivery teams.

*Strategy* – The Strategy Specialist (Māori Economy) role will close at end of January with candidates being shortlisted. It has been a challenging role to fill as we require both a specialised skill set, as well as an individual that can work effectively in a complex environment.

*Feasibility study for a Māori Cultural Centre* – work on the feasibility study is being finalised, with a penultimate draft expected this month (previously expected December). The cultural centre is closely linked to the city centre work being undertaken by the Auckland Design Office. During December, the Mana Whenua Kaitiaki Forum agreed to progress a business case for a Papa Kōkiri (a physical building for mana whenua to host guests and conduct business) and Whare Tāpere (a performance centre, potentially at Aotea Square) within the Long-Term Plan. These are **separate concepts** but closely aligned to the purpose and functions of a cultural centre. The cultural centre study will take into account the proposed investments within the city centre work (and Aotea Quarter location) and proposed phasing across the footprint of potential investments.

ATEED has engaged with 51 Māori business owners through the Regional Business Partnership Network programme YTD (on target).

### **Enhanced spatial focus**

#### **Manukau Collaborative**

The Southern Initiative 2020 focus is on the following economic development initiatives that build and enhance growth, mana and sustainability: He waka eke noa (procurement); Te Haa o Manukau (co-working and programmes for entrepreneurs); the jobs and skills hub, creative industries and investment attraction.

## **Sustainable development**

Finalising the sustainability framework for ATEED continues, socialisation continues with the economic development side. We have also begun steps to pilot for Toitu Carbonreduce programme, and certification for one of our produced and managed major events. The next ATEED working group meeting is scheduled for early February.

## **Business Plan progress**

[Attachment 1](#) details progress against business plan key deliverables for quarters 2 and 3.

## **Media Summary**

The most prominent themes in the media in December were: the launch of a screen development programme to foster training and employment opportunities; ATEED preparations for New Year's Eve celebrations; and the Ocean Race (formerly Volvo Ocean Race) returning to Auckland in 2022. A full media summary is included as [Attachment 2](#).

## **Key Performance Indicators**

SOI KPI results are included as [Attachment 3](#) where results are available. Second quarter results will be collected and submitted to Council as part of ATEED's quarter two report in February.

## **Health and Safety**

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

## **Recommendations**

1. The report is received.

## **Attachments**

1. Progress against business plan key deliverables – Quarter 2 & 3
2. Media summary – December 2019
3. SOI KPI Scorecard – as of 13 January 2020
4. Health and safety scorecard – December 2019
5. Upcoming events/activity (next three months)

## Signatory

Nick Hill, Chief Executive

### Attachment 1: Progress against business plan key deliverables – Quarter 2 & 3

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			Implementation of recommendations in scoping and delivery phase.
	3	Tamaki Business Support Campaign			Planning underway.
Innovation	2	GridAKL Strategy and Economic Impact			Strategy implementation underway
	2	Productivity Insights Report			Productivity Economic Insights Report published to ATEED website
	3	GridAKL Innovation Labs			Ongoing planning with Auckland Council 'Innovate Auckland' team on continued development of Innovation Labs business plan, and proposal for CCO financial contributions towards Hatchbox usage.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
	3	Xlabs Circular Economy Innovation Programme		●	16 confirmed participating businesses. Programme launch in late February.
Business	3	Creative Industries Strategy 2030		●	7 hui complete. Further consultation through January, preliminary findings being presented to the Board in February.
Skills & Workforce	3	Build AKL Campaign		●	Successful launch of BuildAKL school engagement programme to support exposure of school students to careers in the construction industry, working with the City Centre and wider hub network, Ministry of Education and employers
<b>Destination</b>					
Tourism	3	Māori cultural centre feasibility completed	●	●	Draft feasibility is expected in this month (previously expected December). See key deliverables deferred table below for further details.
	3	Premium Youth Travel Visitor Plan developed		●	On track for delivery in Q3. Agenda item for January Destination Committee/Board meeting.
	3	Refreshed Auckland Ambassador Programme launched		●	On track for delivery in Q3. Two pilot programmes were successfully held in December with internal and external stakeholders. The initial reaction has been very positive and there are a further two pilots scheduled in February incorporating feedback received to date and to further refine content prior to the formal launch.
Major Events	2	<i>Elemental</i> AKL 2020 Application Round 1	●	●	Application round 1 ran from 1-31 October. 18 applications were received, requesting \$926,542 in funding. The panel

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
					approved 11 applications, totalling \$577,000 in funding. Applicants will be advised of the outcome of their application late January. The next <i>Elemental AKL 2020</i> funding round will be for in-venue marketing-only events and will open on 15 February.
	2	National Programme Application Round 1			Application round 1 ran from 1-31 October. 12 applications were received, requesting \$1.2m funding. The panel approved six applications, totalling \$385,000 funding. Applicants were advised of the outcome of their application during the week commencing 16 December. The next National Programme 2020/21 funding round will open on 1 April.
	2	NYE programme			Successfully delivered on 31 December addressing previous crowd management, safety and transport concerns. Positive media exposure was generated for the region with extensive domestic and international coverage. See the Media Summary for further details.
	2	AC36 Summer Festival Application Round 1			Application round 1 ran from 10 October until 15 November. Eight applications were received, requesting \$1,231,822 in funding. The panel approved 6 applications, totalling \$745,000 in funding.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
					<p>Successful applicants were advised of the outcome of their application during the week commencing 16 December.</p> <p>The next AC36 Summer Festival funding round will open on 1 April.</p>
	3	Tāmaki Herenga Waka Festival 2020		●	All activities are on track for delivery 31 January, at Captain Cook Wharf.
	3	Auckland Lantern Festival 2020		●	On track for delivery from 13–16 February, at the Auckland Domain.
	3	Pasifika Festival 2020		●	All activities are on track for delivery from 14-15 March, at Western Springs.
	3	<i>Elemental AKL</i> 2020 Application Round 2		●	Round 2 will open for applications from 15-29 February 2020 for in-venue marketing-only events.
<b>Strategy</b>					
Māori Economic Growth	1	Auckland 2021 Māori Outcomes Delivery Programme	●	●	Workstreams are being stood up with recruitment into five fixed-term roles in progress.
	2	ATEED Māori Responsiveness Plan (MRP)	●	●	The updated MRP was presented to the Board in November. Governance & Management structure is in place.
Strategy Strategy	1	Auckland Positioning and Narrative Project	●	●	Tāmaki Makaurau Te Tohinga, the Auckland Playbook version one has been designed by a Māori designer and is available for use. It is being shared with various audiences and has been well received. New video and photography assets aligned to the playbook have been created and further asset creation briefs

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
					including a Mana Whenua brief are in progress. An investment case for fit for purpose Digital Asset Management solution to store the assets is being prepared. A video to help scale the sharing of this work has been briefed. An update to the Mayor's Office was undertaken in January and resident / business workshops to rollout the Playbook are being scheduled for March.
	1	Road to 2021 plan			The creative agency and creative territory for Road to 2021 has been selected through an ACG Creative & Media Services panel RFP. Stanley St are 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 is already being woven into key ATEED campaign activity starting with the 2020 New Year's Eve broadcast which featured a tomokanga, Tāmaki Herenga Waka Festival, Lantern Festival etc. A brand kit, digital tomokanga and digital identity are being created to support the rollout of the campaign idea. The focus in Q3 is to identify the private sector and other council family initiatives that could participate in the campaign.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
Strategy	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, establishment of a product and content development process, a digital governance group and a contestable fund for digital development. The strategy was shared at a senior leadership meeting and at an all staff lunchtime learning to with good support received. One on one meetings were held with each ALT member to collect their feedback. Collated feedback across the business will be shared and discussed at ALT in January. Our objective is to fully fund this initiative in 2020.
	2	Local Board Engagement Plan			A framework for local board engagement was agreed by ALT in November and Auckland Council officers in December. The first of tailored communications on ATEED's relevant activity in each local board area has been met with positive feedback, with local board staff welcoming a more tailored approach to engagement. ATEED's External Relations Advisor will also begin meeting with local boards on a regular basis.
	2	Central Government Engagement Plan			As part of ATEED's external relationship management plan, a workshop with management took place on 29 November to develop a strategic approach to central government engagement for 2020. The results of this workshop were finalised in a

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
					session with ATEED's CE on 13 December, with a plan of engagement being worked on for 2020.
	2	High Level Business Planning 2020/21	●	●	The first round of business planning for FY20/21 started 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 in February
Strategy	2	Prioritisation Framework	●	●	The prioritisation criteria is being socialised, and the accompanying Economic Measurement Framework is being developed for modelling attributions across business. Additionally, a line-by-line budget review is being conducted with the business to lead into next year planning.
	3	Draft SOI		●	To be initiated
	3	ATEED Corporate Sustainability Framework		●	Finalising sustainability framework for ATEED continues, socialisation continues with ED side. We are working towards assessing the requirements to achieve diamond

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
					certification for ATEED's Environmental Management System (EMS). ATEED is working with Toitu to assess the requirements and associated costs to achieve Toitū carbonreduce certification. ATEED's developed a draft climate change & sustainability framework that aligns with Te Tāruke-ā-Tāwhiri: Auckland's Climate Action Framework (ACAF).
	3	Organisational Business & Resource Planning		●	To be initiated
	3	CCO Review		●	Please see Chief Executive Overview.
	3	Governing Body Workshop		●	Agenda discussed in January Strategy board paper
	3	KPI & Operating Model Review		●	To be initiated
<b>Operational Support</b>					
	1	Safe365 Roll out (H&S)	●	●	ATEED is implementing Safe365, with the first review complete. It has been introduced to Screen and will be implemented with Major Events following the new Head of ME settling in.
Operational Support	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.

Work programme	Target quarter	Key deliverable	Status		Outlook
			Previous	Current	
	2	Sensitive Expenditure follow-up audit			The scope has been finalised and EY has commenced internal audit. We expect an interim draft report by the end of January 2020.
	3	Fraud Risk Management Gap Analysis			

### Key deliverables completed this month

Work programme	Key deliverable	Target quarter	Completed (month)
Major Events	NYE programme	2	December
Innovation	GridAKL Strategy and Economic Impact	2	December

### Key deliverables deferred

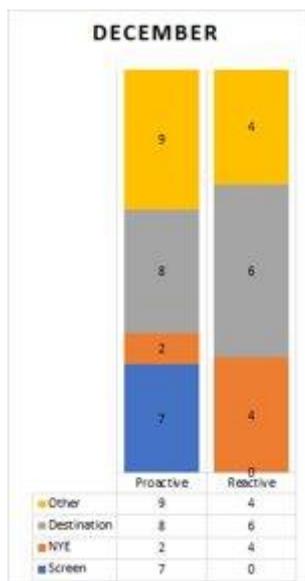
Work programme	Key deliverable	Target quarter	Deferred to (quarter)	Reason
Skills & Workforce	Youth Employer Pledge Relaunch	3	4	To ensure quality programme and process development for the accreditation programme, and to allow for an increased number of pledge partners (due to Easter holiday timings).
Tourism	Māori cultural centre feasibility completed	2	3	The cultural centre is closely linked to the city centre work being undertaken by the Auckland Design Office. During December the Mana Whenua Kaitiaki Forum agreed to progress a business case for a Papa Kōkiri (a physical building for mana whenua to host guests and conduct business) and

Work programme	Key deliverable	Target quarter	Deferred to (quarter)	Reason
				<p>Whare Tāpere (a performance centre, potentially at Aotea Square) within the Long-Term Plan. These are separate concepts but closely aligned to the purpose and functions of a cultural centre. The cultural centre feasibility will take into account the proposed investments within the city centre work (and Aotea Quarter location) and proposed phasing across the footprint of potential investments.</p>

## Attachment 2: Media Summary for December 2019

### Summary

- 26 proactive media engagements/requests
- 14 reactive media engagements/requests
- 7 media releases issued



### Favourability

Tone of voice

	Neutral	Positive	Negative
Dec 2019	20%	76%	4%
Nov 2019	21%	57%	21%
Oct 2019	14%	51%	*35%

\*Impact on NZICC hosting APEC21 and other business events

### Top themes for December 2019

#### Screen

In partnership with the Ministry of Social Development (MSD), ATEED launched a screen skills and talent development programme. The Comms and Media team worked with MSD to bring the partnership announcement to life at FilmFX in Henderson. The announcement included the Ministers of Social Development and Economic Development, the Mayor of Auckland, and Pam Ford and Nick Hill. The announcement featured prominently in network news on TVNZ and Newshub, and was syndicated across NZME, Stuff and Maori TV channels.

With a month until filming starts, talent agents were getting creative to find enough extras for Amazon's series. Spanish director J A Bayona was announced as director of the series' first two episodes.

#### New Year's Eve

ATEED led the cross-council communications and programme implementation this year to alert Aucklanders and visitors to the road closures, extra public transport options, event highlights and TV viewing options.

ATEED led the curation and commissioned filming of performers at several Auckland landmarks to feature in the 30 second countdown to midnight broadcast free to air live on TVNZ 1, 2, DUKE, OnDemand and 1 News Now, Associated Press (AP) and global affiliates; and a 90-second NYE highlights video was distributed internationally on 1 January by Getty Images.

A positive editorial piece highlighting the coordinated approach of the Council family was published by Stuff's Todd Niall. Other coverage included previews in all the major newspapers and dedicated New Year's Eve previews on TVNZ and Newshub at 6pm on New Year's Eve. Live coverage of Auckland's New Year celebrations was broadcast globally, including footage commissioned by ATEED.

#### Ocean Race

The 2022 return of the Ocean Race (formerly Volvo Ocean Race) to Auckland was confirmed on 5 December.

ATEED secured a Newshub exclusive including interviews with Steve Armitage and Bianca Cook, who plans to be the first Kiwi woman to skipper a boat in the race.

The yachts will arrive in Auckland in March/April 2022 and will be based at the America's Cup precinct.

#### Destination

The Piha Pro, supported by ATEED, secured its first big-name competitor in the form of inspirational Hawaiian surfer Bethany Hamilton. Coverage of the announcement included a supporting statement from Steve Armitage.

The Diwali Festival, ASB Classic (2019) and Lantern Festival all featured prominently in MSN's (a Microsoft news channel) best pictures of 2019 awards, and ATEED delivered events including the Pasifika Festival, Tamaki Herenga Waka Festival and Lantern Festival all featured prominently in several 'What's On' summer publications.

#### Other ATEED stories of interest:

AC36 announcements included the Youth America's Cup regatta, Emirates' support for the July Portsmouth World Series event, and a 'one year to go' story about the AC36 Christmas cup regatta and World Series Event.

Fletcher Building, Haka Tourism Group, fashion brand Ruby, and others will take part in XLabs – a series of five one-day workshops run over five weeks.

Court action has been halted over a controversial mooring structure for mega-cruise ships in Auckland, in favour of collaboration to find a new solution.

## Attachment 3: SOI KPI Scorecard – at 13 January 2020

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: Contribution to regional GDP from ATEED interventions.</b> <sup>1,2</sup>	>\$103 m	<b>No Result to date</b>	N/A	\$103m		No monthly target, this performance indicator is measured six-monthly and a result will be included in the February CE report and the Q2 report. 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>	\$52.5 m	<b>\$17.3m</b>	13-Jan-20	\$43.9m		No monthly target.
<b>KPI 2: Number of businesses that have been through an ATEED programme or benefited from an ATEED intervention (LTP measure).</b> <sup>1,2</sup>	3000	<b>823</b>	3-Oct-19	3303		On track to meet year-end target of 3000. An updated result will be included in the February CE report and the Q2 report.
<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. An updated result will be included in the February CE report and the Q2 report.
<b>KPI 3: Number of new jobs created, safeguarded or retained in Auckland as a result of an ATEED intervention.</b> <sup>1,2</sup>	>1280	<b>No result to date</b>	N/A	1280		No quarterly target, this performance indicator is measured six-monthly and a result will be included in the February CE report and the Q2 report. The year-end target is to grow the FY19 benchmark.
<b>KPI 4: Number of visitor nights resulting from an ATEED intervention.</b> (LTP measure) <sup>2,4,5</sup>	370,000	<b>142,151</b>	13-Jan-20	295,282		No monthly target.
<b>KPI 5: Customer satisfaction of customers, partners and stakeholders who have interacted with ATEED</b>	≥77%	<b>No result</b>	N/A	77%		No quarterly target, this performance indicator is measured six-monthly and a result will be included in the February CE report and the Q2 report. 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 – December 2019

### Health & Safety Update

#### ATEED wide

- **Accredited Employer Programme transition.** Further analysis on the benefits to ATEED of joining this scheme will be deferred until the next quarter. This allows for a period of observation and discussion with Auckland Council regarding their experience of the transition. This also allows ATEED to gain a better understanding of any impacts that may be felt from ACCs discontinuation of dedicated case managers.
- **Tupu.** ATEED access to the full functionality of Auckland Council's learning & development system to be live from the end of January. PC&C working with H&S and Auckland Council learning & development staff on content and roll out planning.
- **Major Events.** Planning in final phases for the cultural events. Focus continues on security assessment & planning, monitoring and auditing.
- **Auditing – events and activities.** Implementation of the auditing tool, 'iAuditor' for use on site across our events activities. The app is used successfully by Council and comes at negligible cost. iAuditor provides visibility and insights to help raise safety and quality standards by enabling consistency of data collection, effective reporting and identification of both areas of failing and good practice.

#### Screen

- BAU Film production Site visits with Film Facilitators – completing H&S Audits. Studios Monthly H&S Audits completed with Studio Site Managers, Production client management and Production H&S – AFS, KFS, HFS

#### Risk Manager

H&S reps and H&S Advisor report no issues with staff awareness, lack of training or functionality of the Risk Manager system. The data below can be taken as an accurate reflection of December for ATEED.

- **Unsafe conditions** 0
- **Near Misses** 0
- **Incidents** 0

## Attachment 5: Upcoming events / activity (January – March)

Key events / activity	Date	Location
ASB Classic	6 – 18 January	ASB Tennis Arena
Cricket: NZ vs India and NZ vs South Africa	24 – 27 January	Eden Park
Tāmaki Herenga Waka Festival	31 January	Captain Cook Wharf
NZ Motor Cup	8 – 9 February	Pukekohe Park
Pop Up Business School (Albany)	10 – 23 February	Albany (tbc)
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
Edmund Hillary Fellowship Business Day and New Frontiers	24 – 27 February	Ellerslie Racecourse and Grid AKL
XLabs Launch Event	27 February	Grid AKL Lysaght Building
XLabs series (five consecutive Fridays)	28 February – 27 March	Events on Khyber
<i>Mulan</i> film premiere	March (tbc)	TBC
Pasifika Festival	14 – 15 March	Western Springs
Super Rugby and NRL Double Header	21 March	Eden Park

<b><i>The Book of Mormon</i></b>	16 March – 26 April	The Civic Theatre
<b>Pop Up Business School (Three Kings)</b>	23 March – 3 April	Fickling Centre
<b>XLabs Pitch Event</b>	31 March	Events on Khyber

## Appendix I: Miriam Dean's Letter to Nick Hill

Auckland CCO Review  
Independent Panel



20 December 2019

Nick Hill

Chief Executive, Auckland Tourism, Events and Economic Development

By email

Dear Nick

# Review of Auckland Council - Controlled Organisations

I am the independent chair of the Auckland Council's review of Auckland's Council Controlled Organisations (CCOs). The purpose of this letter is to make initial contact with you about the review's work which will formally commence late January after the Christmas vacation.

As you are aware, the review's overall objectives are to examine:

- whether CCOs are an effective and efficient model for delivering services to the council and Aucklanders
- whether the CCO decision-making model provides sufficient political oversight, public transparency and accountability.

The terms of reference are broad and require us to examine three areas: the CCO model and its accompanying roles and responsibilities; the accountability of CCOs and CCO culture. The terms list a detailed set of questions for us to answer in relation to each of those areas. As it is vital we clearly identify the scope of our work we have distilled the essence of the terms in the attached list of issues which we will use to form the basis of our engagement as well as for our eventual report.

The review panel has two other members besides myself. They are Doug Martin and Leigh Auton. The review will be assisted by a team from Auckland Council who will carry out the investigative work necessary for us to meet our terms of reference. The secretariat is

headed by Claire Gomas and her details are 021 560 302,  
[Claire.gomas@aucklandcouncil.govt.nz](mailto:Claire.gomas@aucklandcouncil.govt.nz).

We are committed to wide engagement so we can obtain the views of all stakeholders as well as the community about the issues, the subject of the review. We will be especially grateful for any assistance your organisation can provide to enable us to meet our terms of reference. We have yet to finalise how best we will engage with stakeholders, particularly the CCOs, but we expect this to involve a mix of document and data requests (which we trust can be provided in a cooperative and timely manner), meetings, written submissions and possibly workshops.

Early engagement is a priority for us, and we will be looking to meet with interested stakeholders from early February on. Claire will be in touch mid-January to set up these meetings. Also, we are considering whether it would be helpful to convene a short initial meeting with all CCOs (chief executives and/or chairs) on Tuesday 28 January to discuss process and timing with you. Please let Claire know if you think this would be helpful and, if so, are available to attend. In the meantime, please feel free to contact the secretariat if you have any questions.

Finally, I wish you a happy Christmas and a safe and relaxing holiday.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Miriam', with a long horizontal flourish extending to the right.

Miriam R Dean CNZM QC

Chair

cc [ chair]

## Appendix II:

# Auckland CCO Review Independent Panel

## CCO REVIEW

### **Independent review of council-controlled organisations: list of issues:**

This list is intended as a guide to the high-level issues on which the review will focus. The issues in this list may be subject to revision during the course of this review.

#### Objectives

The review's overall objectives are to examine:

- whether CCOs are an effective and efficient model for delivering services to the council and Aucklanders
- whether the CCO decision-making model provides sufficient political oversight, public transparency and accountability.

The terms of reference require us to examine the following three issues:

#### CCO model, roles and responsibilities

The essential question here is whether the CCO model delivers council services with the maximum of operational efficiency, transparency and accountability, or whether there are better ways to deliver such services. In particular:

- Are there any problems, real or perceived, with the current model, including the risk of duplication with in-house council activities?
- Is the purpose of each CCO clear and current, and is the council giving each adequate direction?
- Are the roles and responsibilities of CCOs and the council towards one another clearly defined and well understood?
- Are there viable alternatives and what are their advantages and disadvantages?

#### CCO accountability

Here the key question is whether the council has adequate mechanisms to hold CCOs to account and is using them appropriately, and whether improvements, including new mechanisms (such as those provided for through the Local Government Act 2002 Amendment act 2019), are needed. In particular:

- Do current accountability mechanisms, monitor CCOs' performance effectively and ensure CCOs respond appropriately to the concerns of the council, local boards and the public?

# Auckland CCO Review

## Independent Panel

- Do CCOs understand the need to act in a way that reflects their accountability to the community, as well as the council's accountability to the community for CCO performance?
- Are there adequate mechanisms to ensure CCO board members and senior management meet the legislative requirements towards Maori, and that CCOs have developed sufficient capability to achieve this?
- Do CCOs have adequate guidance about when to act in their best commercial interests and when to act in the best interests of the public?
- Are council policies that are applicable to all CCOs (group policies) adequate, or should they be extended to other areas, such as remuneration?
- Is the process for appointing CCO board members, including the skills criteria used in the selection process, appropriate?

### CCO culture

The central issue here is whether CCOs need to improve how they consult, engage with and respond to the community and council. In particular:

- Are the working relationships between the various levels of council (political, executive and staff) and CCOs (and between CCOs themselves) based on mutual trust, respect and confidence?
- Do recruitment processes and job descriptions sufficiently address the need for CCO chief executives and senior managers to respond to council directions and work effectively with senior council managers?
- Do CCO boards, executives and staff demonstrate accountability to Aucklanders, including by consulting sufficiently with Aucklanders and responding sufficiently to their concerns, or could their performance be improved?
- Are CCOs giving adequate public acknowledgement (such as through branding) to council-funded activities?
- Do CCOs give the council quality advice?

The full terms of reference can be found at

[https://infocouncil.aucklandcouncil.govt.nz/Open/2019/11/GB\\_20191126\\_AGN\\_9506\\_AT\\_WEB.htm](https://infocouncil.aucklandcouncil.govt.nz/Open/2019/11/GB_20191126_AGN_9506_AT_WEB.htm)

20 December 2019

## **Appendix III: Guidelines for CCO Oversight Committee Workshop**

### **CCO Board Annual Workshops (Te Pae Tawhiti: Scanning the Horizon Workshop)**

(Extract from Auckland Council CCO Governance Manual)

#### ***Purpose***

The Te Pae Tāwhiti: Scanning the Horizon workshops have been designed to ensure that the Governing Body and CCO Board members have the opportunity to meet to better understand each other's roles, priorities and ways of working.

The focus is on discussing the medium to long term opportunities and challenges. These workshops are not meetings where decisions are made.

#### ***Te Pae Tāwhiti attendance***

- Attendance is open to the Mayor and councillors, CCO board members and senior executives.

#### ***Workshop Agenda***

- To be agreed jointly by CCO senior staff and CCO Governance and External Partnership in consultation with the Mayor and Councillors, and CCO Board chairs.
- Relevant supporting material to be developed and circulated at least 3 days prior to the workshop.

#### ***Roles and Responsibilities***

##### *Joint Chairs – Mayor and Board chair*

- Conduct workshop in a timely manner (i.e. workshop to commence and end on time).
- Procedural Matters - Welcome members, list apologies, agree the agenda, close the workshop.
- Maintain order and focus on workshop priorities.
- Lead and encourage relevant discussion on items.
- Ensure that all members' voices are included and actively support participants to engage in discussions.
- Ensure discussion is conducted in a relevant and timely manner.
- Ensure there is agreement on future actions, if any, to be taken, within the limits of the workshop format
- Manage and appropriately deal with any grievances and complaints arising from or between members.

##### *Workshop Members*

- Ensure that they are prepared for the workshop by thoroughly reviewing the agenda and papers.
- When speaking to an item, ensure that they address the issue/agenda item under discussion.
- Express opinions during debate but listen to and value others when they have the floor; Provide full attention to discussion and refrain from using mobile phones and other technologies (which should be set to silent mode) for non-workshop purposes.
- Adhere to professional and respectful behaviour during workshop.
- Respect the role of the Chair as leader of the workshop.
- Respect the nature of the business of the workshop.