

27 June 2014

ATEED 2014-17 Statement of Intent

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

Proposal

This report seeks the Board's endorsement of ATEED's 2014-17 Statement of Intent (SOI) for delivery to Auckland Council by June 30, and provides an opportunity for the Board and **members of the public** to comment on shareholder feedback on the draft SOI.

Strategic Alignment

The SOI is a key strategic document, outlining ATEED's strategic direction, target outputs, key performance indicators and funding requirements for the next three years

Comment

In February, the Board approved a draft 2014-17 SOI for review by Auckland Council as ATEED's shareholder. On 30 April, the ATEED Chair received official shareholder comments on the draft ATEED SOI 2014-17 (Attachment B). Since then further detailed feedback (as referred to in official comments) has been received from both the Independent Maori Statutory Board and the Economic Development Group at Council.

In addition to this feedback, a number of other events/processes have prompted further changes to the draft SOI including:

- On-going internal management review
- Finalisation of the 2014-15 Auckland Council Annual Plan budget
- On-going development of Long Term Plan (LTP) proposals

The ATEED Leadership team and staff have reviewed the feedback and generated proposed responses. Proposed changes to the draft SOI as a result of shareholder feedback and business planning activity that has occurred in the interim are shown marked up in the attached SOI document (Attachment A).

In summary, key changes proposed are:

- Direct reference and alignment to the Shared Economic Agenda, adopted by the Economic Development Committee in February 2014
- Clearer articulation of some activities
- Clearer articulation of funded activity and that subject to additional LTP funding
- Changes to some proposed KPIs
- More specific detail regarding ATEED's contributions to Maori outcomes.
- Inclusion of a section related to the Foodbowl

Options

Approve the SOI for delivery to Auckland Council by June 30th, with or without further changes.

Consultation

Auckland Council has reviewed ATEED's draft SOI and provided feedback (Attachment B). In addition, ATEED's leadership team has also reviewed the SOI and made suggested changes.

Decision Making

Dependent on the response of the Board to Council and public feedback, the Board can either endorse the SOI as it stands or make further amendments.

Once endorsed by the Board, the SOI will then be considered for final approval by the Auckland Council CCO Governance and Monitoring Committee in July.

Financial Implications

The SOI sets out ATEED's funding requirement for the 2014-17 period. This is based on financial forecasts prepared by ATEED and Auckland Council through the Annual Plan and Long-Term Plan processes.

Recommendations

1. That the Board approve the Statement of Intent for the period 1 July 2014 to 30 June 2017 (in the form attached to the Paper to the Board dated 27 June 2014) subject to final minor changes from the Board Meeting or public feedback which are approved by the CE; and
2. That the Final Statement of intent be published in accordance with the statutory requirements.

Attachments

- A: ATEED Statement of Intent 2014-17 (with proposed marked up changes)

- B: Shareholder feedback letter from Mayor Len Brown to David McConnell, ATEED Chair.
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Signatories

Unit Manager: James Robinson, Manager Operational Strategy and Planning

Chief Executive: Brett O'Riley



**~~DRAFT~~ STATEMENT OF INTENT FOR
AUCKLAND TOURISM EVENTS AND
ECONOMIC DEVELOPMENT LTD
(ATEED)
2014-2017**

27 June, 2014

Version Control			
Version	Date	Author	Comments
0.1	14 February 2014	James Robinson	First draft for Board review
0.2	21 February 2014	James Robinson	Second draft for Board review
1.0	28 February 2014	James Robinson	Final draft for Shareholder review
1.1	30 May 2014	James Robinson	Interim incorporation of internal and shareholder feedback
<u>1.2</u>	<u>27 June</u>	<u>James Robinson</u>	<u>Final incorporation of feedback for consideration by Board</u>

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Note: The Governing Body and Local Boards share the decision-making responsibilities of Auckland Council. The Governing Body focuses on region-wide strategic decisions. The Local Boards represent their local communities and make decisions on local issues, activities and facilities. Throughout the SOI, all references to the "Auckland Council" or the "Council" mean the Governing Body **and** Local Boards.

HE MIHI

E tu noa ana nga maunga whakahii i te riu o Tamaki Makaurau.
E whakaruruhau ana i nga ahikaa mai tawhiti.
E maumahara ana i te nguha a Mataoho.
Ratou kua poto ki tua o te arai, e moe e okioki
Tatou te hunga ora e kawea ana i te aronganui mo te pai me te whai rawa o
Tamaki, tena ra tatou 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.

1. INTRODUCTION

This Statement of Intent (SOI) is presented by Auckland Tourism Events & Economic Development Limited (ATEED) group in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (LGA2002). In compliance with Section 64(5)(b) of the LGA2002, this SOI also serves as the SOI of World Masters Games 2017 Limited (WMG2017 Ltd), a wholly owned subsidiary of ATEED. It represents the objectives, nature and scope of activities undertaken, and performance targets by which we will be measured. It covers three years of planned activity from 1 July 2014 to 30 June 2017.

ATEED's role is to support the Council's vision of creating the world's most liveable city by supporting the growth of a vibrant and competitive economy, with a particular focus on **facilitating new money and new jobs for Auckland**. The extent to which new opportunities deliver new money into Auckland and also increase the level of jobs within Auckland are two key pre-requisites upon which we prioritise and allocate our resources.

ATEED believes there are a number of priorities that can significantly impact on Auckland's economic growth now. These priorities will drive growth and help differentiate Auckland internationally as a leading city, they include:

- Developing the Auckland visitor economy into a 12 month sustainable industry, including world class attractions, removing the current impacts of seasonality;
- The Southern Initiative developing as a leading regional development and urban regeneration programme driving investment, employment and income growth;
- Auckland's education sector operating as a leader in future focused digital learning to build a world class skilled workforce and create world leading educational IP;
- The continuing expansion of Auckland as a world leading sports city in events, high performance, nutrition, training, sports medicine and rehabilitation;
- Auckland as an Innovation Hub offering a world leading eco-system for the establishment of innovation based entrepreneurs, including the creation of new opportunities for Maori and Pacific Island business start-ups;

ATEED regards **innovation** as the most crucial driver of growth and the area where it can make the greatest contribution to delivering Auckland Council's economic priorities.

ATEED must work in partnership with others, informing, promoting, innovating and integrating to the best of its ability and mindful of the resources available. ATEED is committed to the principle of **kotahitanga** – a shared unity of purpose – and the notion of ko tou rourou, ko toku rourou, ka ora ai te iwi – that with your contribution and my contribution, we will thrive.

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 region

- Become internationally connected and export driven
- Enhance investment in people to grow skills and a local workforce
- Develop a creative, vibrant international world city

This SOI sets out the strategic framework, activities and performance measures we have set for the next three years in order to deliver our role, and contribute to Auckland Council's targets and priorities. The content of this SOI for 2014-17 reflects the evolution of ATEED's role and focus during its first three years of operation. This year's SOI contains a conscious shift in the balance of activities from an approach heavily weighted towards visitor and major events initiatives to one which provides an increasingly balanced portfolio of economic development, business attraction and investment activities.

This shift also sees ATEED working as a key partner in Council's key spatial initiatives, the Central City and The Southern Initiative, and in delivering against the cross cutting themes of creating a sustainable eco-economy, facilitating an Iwi/Maori economic powerhouse, developing and enhancing an innovative rural and maritime economy, and supporting a diverse ethnic economy.

At the time of writing this SOI, there are a number of discussions underway that may influence the structure and form of ATEED, namely the CCO Review and decisions to be made as part of the long term planning (LTP) process. This SOI has been prepared to include high level description of the funding and outcomes that are included within a series of proposals that we ~~have~~ are planning to ~~submitted~~ as part of the LTP process. The extent to which these new areas remain in our SOI is contingent on their success during the LTP decision making process.

During 2014/15, 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, other Council Controlled Organisations (CCOs), local boards, central government, iwi, industry organisations, education and training providers, private businesses and not for profit groups.

This SOI also sets out a framework for ATEED as a resilient organisation that operates efficiently and effectively, is financially prudent, is a best-practice employer and that recognises and celebrates diversity.

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. ~~delivering on the outcomes and priorities that we have agreed with Auckland Council by providing thought leadership, facilitating opportunities and offering services that support a transformation of the region's economic performance.~~

We are pleased to present this document as our statement of this commitment.

David McConnell
Chair

Brett O'Riley
Chief Executive

2. STRATEGIC DIRECTION

I. Alignment with the Auckland Plan and Economic Development Strategy

ATEED's alignment with Auckland Council's high level vision, outcomes, principles and transformational shifts as expressed in the Auckland Plan is illustrated in Figure 1. ATEED contributes to the vision of Auckland being the world's most liveable city through helping to deliver on four underlying outcomes as follows:

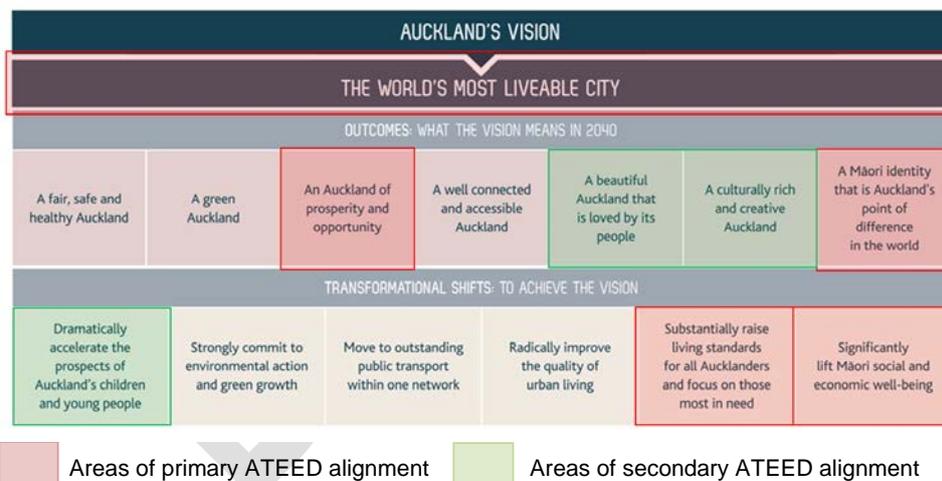
- the creation of **an Auckland of prosperity and opportunity**, by bringing new money and new jobs into the region
- the promotion of **Auckland's Maori identity**, by promoting it as one of Auckland's points of difference~~Auckland's unique identity~~ and through developing new economic opportunities with Maori business interests
- **a beautiful Auckland that is loved by its people** (with an emphasis on an Auckland that is loved by Aucklanders)
- **a culturally rich and creative Auckland**

Comment [JR1]: IMSB Feedback

To contribute to the achievement of Auckland's vision, we will work to promote the transformational shifts of substantially raising the living standards for all Aucklanders, lifting Maori economic well-being, and accelerating the prospects of Auckland's children and young people.

Comment [JR2]: IMSB have asked that this be primary alignment

Figure 1: ATEED's alignment with the Auckland Plan's strategic direction



In addition, ATEED will assist in the delivery of the Auckland Plan's stated need for greater investment and commercial connectivity within the council and CCOs.

At a finer level, ATEED contributes to the implementation of the strategic direction, as outlined in the Auckland Plan, of **"developing an economy that delivers opportunity and prosperity for all Aucklanders and New Zealand"**. Priorities that sit within the Auckland Plan and that are also identified in the Auckland Council Economic Development Strategy are:

- Grow a business friendly and well-functioning city
- Develop an innovation hub of the Asia-Pacific region
- Become internationally connected and export driven

- Enhance investment in people to grow skills and a local workforce
- Develop a creative, vibrant international city

Cutting across these priorities are four themes; creating a sustainable eco-economy, facilitating an Iwi/Maori economic powerhouse, developing and enhancing an innovative rural and maritime economy and supporting a diverse ethnic economy. ATEED will consider and incorporate these as applicable into its projects and work programmes.

In contributing to these priorities and cross cutting themes, ATEED recognises the significant role it plays, together with the Auckland Council family, government and the private sector in driving Auckland towards its headline economic targets of:

- An average annual increase of regional exports greater than 6 per cent
- An average annual real GDP increase greater than 5 per cent
- An average annual productivity growth greater than 2 per cent

II. Shared Economic Agenda

In early 2014 a mid-course assessment of the EDS was undertaken by Council, ATEED, COMET Auckland, central government officials and business leaders. The purpose of this assessment was to develop a prioritised shared economic agenda for the EDS's future implementation that identified a smaller number of collectively agreed actions that will bring a focus and momentum to the implementation of the EDS over the next three years.

This assessment resulted in the development of the nine point shared economic agenda below, which was endorsed by the Auckland Council Economic Development Committee in February 2014

ATEED is committed to co-delivery of the agenda in collaboration with partners and implementation will be prioritised within existing economic development activities in the LTP 2015-2025 development.

Figure 2: Auckland Shared Economic Agenda 2014-2017

<u>Establish a new Auckland Leadership Team</u>
<u>Raise youth/rangatahi employability</u>
<u>Build, retain and attract talent</u>
<u>Build the Auckland business proposition for a business-friendly city</u>
<u>Boost the investment rate into Auckland's economy and infrastructure</u>
<u>Motivate greater investment in products, services and markets</u>
<u>Increase Auckland's visibility</u>
<u>Optimise Auckland's platforms for growth: housing, transport and availability of development land</u>
<u>Support growth and improved performance of Maori businesses</u>

II.III. ATEED's Strategic Framework

The framework below, clearly articulates ATEED's role in creating the world's most liveable city, delivering on a number of key strategies to bring new money and jobs into Auckland. ~~ATEED's role within the skills and employment area is currently being defined which will culminate in an investment proposal for consideration into the LTP process (shaded mauve).~~

The framework helps to connect Auckland wide strategies and ATEED’s ongoing strategic interventions, growth programmes and projects. It provides the organisation with focus on those areas of our role that will make a difference to Auckland. The key strategic priorities are supported by contain more detailed action plans, investment proposals and delivery partnerships, some of which are currently under development at the time of writing.

Figure 32: ATEED’s Strategic Framework



The framework and priorities are consistent with the Economic Development Strategy priorities, the more recently developed shared economic agenda and the four cross-cutting themes outlined above. The most direct links between ATEED’s strategic priorities and the economic priorities outlined in the Auckland Shared Economic Agenda Plan and the Economic Development Strategy are summarised in Figure 3.

Figure 3: ATEED’s Strategic Priorities and Auckland Council Economic Priorities

		ATEED Strategic Priorities					
		Growing the visitor economy	Enabling education and talent	Building a culture of innovation and entrepreneurship	Growing a skilled workforce	Attracting business and investment	Building Auckland’s brand and identity
Auckland Shared Economic Agenda	Establish a new Auckland leadership team	●	●	●	●	●	●
	Raise youth/ rangatahi employability		●		●		
	Build, retain and attract talent	●	●	●	●	●	●
	Build the Auckland business proposition for a business friendly city	●		●	●	●	●
	Boost the investment rate into Auckland’s economy and infrastructure	●		●		●	●
	Motivate greater investment in products, services and markets	●		●		●	●
	Increase Auckland’s visibility	●		●			●
	Optimise Auckland’s platforms for growth: housing, transport and development land					●	
	Support growth and improved performance of Maori businesses	●	●	●	●	●	●

III.IV. ATEED Operating Principles

To achieve these outcomes, ATEED will adhere to the principles set out in the Auckland Plan of:

- Working together
- Valuing te Ao Maori
- Being sustainable
- Acting fairly
- Making the best use of every dollar spent
- Being affordable
- Checking progress and adapting to improve

In particular, ATEED will operate under the additional principles below.

Being Customer-centric

ATEED acknowledges that the experience for the customer should be seamlessly integrated between the CCO 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

ATEED recognises that sustainable economic growth is underpinned by the development of a strong partnering model, based on the principle of kotahitanga – unity in a common sense of purpose. ATEED is committed to the spirit of kotahitanga, to being open, transparent, accessible and easy to do business with, and to working closely with partners to deliver positive economic outcomes for Auckland.

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, 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 and Education New Zealand.

Many Minds – 1 Mission

ATEED's goal is to be number one: number one livable city, number one economic growth agency, number one event city, number one visitor destination, number one innovation hub. We will get there by living our values, which will 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. NATURE AND SCOPE OF ACTIVITIES

I. Key ATEED Activity

The areas of strategic priority identified in ATEED's Strategic Framework provide the structure for communicating the nature and scope of our key activities

ATEED is committed to a focused approach to dealing with identified priorities across the business. These will be delivered through our Business Plan via a 90 day project management cycle that aligns with Auckland Council's quarterly reporting requirements and provides organisational focus, delivery and accountability for implementation. 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

The major business activities we will undertake over the next three years to help achieve our strategic priorities are outlined below. ~~A number of the activities listed below will form a series of investment proposals that ATEED will submit to the LTP planning process.~~ ATEED's ability to execute a number of these activities **in full** is contingent on a series of these investment proposals currently being considered as part of the Council approved during the LTP process. ~~Those activities that are heavily dependent on additional LTP funding~~ are indicated below.

Growing the Visitor Economy ~~(enhanced investment proposal)~~

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.

Destination Marketing and Information

- Focus **international trade and consumer marketing and media activity** on Australia, China, Japan and the USA in partnership with Tourism NZ, AIAL, Air New Zealand, China Southern, Flight Centre, Virtuoso and other partners
- Continue **marketing Auckland domestically** including links to new and existing events and by working with Heart of the City on the "AKL The Show Never Stops" campaign
- Focus on **increasing yield** from key markets through the high value "AKL GEM" visitor programme (e.g. Golf, Equine, Marine including super yachts)
- Continue to improve the provision of **visitor information services particularly through digital channels**

Business Events and Conventions

- ~~Implement a new plan for the Auckland **Business Events** sector to continue to attract high yielding activity through the Auckland Convention Bureau~~
- ~~Work with the Auckland business events sector to ensure the New Zealand International Convention Centre (NZICC) is fully leveraged~~

Capacity Development

- Work in partnership (including with AIAL, investors, airlines, tourism operators and accommodation providers) to **increase the capacity for growth** of the visitor economy

Attraction Development and Support

- Identify **key attraction gaps** in the context of key markets and work with partners to address them, including the Rangitoto/Motutapu Haerenga, a waterfront Maori cultural attraction and the proposed Skypath
- 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 (including The Southern Initiative, Hauraki Gulf, Matakana Country and Coast, and others)
- Advocate for greater **Maori and Pacific** presence in Auckland's attractions, public spaces and visitor services, and support new and existing Maori tourism businesses
- Assist visitor related businesses with **operational issues and regulatory processes**

Building a World Class Major Events Portfolio

- Work in partnership to attract, facilitate, leverage and deliver a portfolio of **economic anchor events**. Over the period of this SOI, these events will include:
 - ITM Auckland (V8 Supercars)
 - Dick Smith NRL Nines 2015-17
- Ensure the successful delivery of the annual **Auckland Lantern Festival, Auckland Pasifika Festival and the Auckland Diwali Festival of Lights**
- Work in partnership to attract, facilitate, leverage and deliver a **portfolio of Tier A major events**. Over the period of this SOI, these events will include the ITU Triathlon World Cup, Ironman 70.3 Asia Pacific Championships, 2014 IRB Junior World Championships, Volvo Ocean Race Auckland Stopover, 2015 FIFA U-20 World Cup, 2015 Cricket World Cup
- ~~Operate a commercially sound, well-operated and transparent CCO for the **World Masters Games 2017**~~
- Work with key partners (including Auckland Council and Regional Facilities Auckland) to investigate the feasibility and delivery of a **Maori signature event and other new events and a major arts and cultural event**
- Deliver the annual major events sponsorship programme

Delivery of 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 the International Masters Games Association (IMGA) and the Ministry of Business Innovation and Employment (MBIE).
- Through WMG2017 Ltd, lead all aspects of the planning and delivery of the Games, with the exception of leverage and legacy activities, which is led by ATEED. Core activities of the organisation include:
 - Contracting sports organisations and venues to be part of the sports programme for WMG2017
 - Marketing the Games to ensure registration targets are met
 - Securing sponsorship and commercial partnerships
 - Legal aspects including insurances, risk management and compliance
 - Operational delivery of the event

Business Events and Conventions

- Implement a new plan for the Auckland **Business Events** sector to continue to attract high yielding activity through the Auckland Convention Bureau (LTP)
- Through implementation of the Auckland Business Events Plan, 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

- Work with the Auckland business events sector to ensure the New Zealand International Convention Centre (NZICC) is fully leveraged

Enabling Education and Talent ~~(enhanced investment proposal)~~

Success in education is essential to building a productive and competitive economy. We need to ensure our education system is world class to retain our home grown talent and attract the right international talent to the economysystem. Through a strong focus on education at all levels we will develop a workforce tailored to the needs of our high-growth, innovative sectors.

- Develop **pathways** for international students and talent into further education and employment in alignment with our key economic growth sectors (LTP)
- Work with government and tertiary education providers to 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
- Promote Auckland as an **international education destination** with particular emphasis on supplementing domestic talent capacity to resource key economic growth sectors
- Support **sectoral leadership** development through the establishment of the Auckland International Education Leadership group and the expansion of Study Auckland services (LTP)
- Establish **formal partnerships** with Education New Zealand and other regions to provide unique student offerings
- Develop **new products / services** to enhance the international student experience in Auckland and create lifelong connections between the city and students (LTP)
- Work with Immigration New Zealand to support the attraction of skilled migrant talent into Auckland for key sectors
- Support the development of international education campuses and related infrastructure
- ~~Facilitate the development of key industry infrastructure to facilitate growth~~
- Work with the sector to develop new areas of education specialisation including high performance sport, nutrition and food & beverage, leveraging other ATEED activity (LTP)

Building a Culture of Innovation and Entrepreneurship

Working with industry, ATEED will build a culture of innovation and entrepreneurship across the city and reinforce the image of Auckland as an innovation hub of the Asia-Pacific rim, encouraging further investment into Auckland and into innovation. Auckland's innovation ecosystem has reach far beyond regional boundaries, with formal connections to other national and international locations where innovation is thriving.

Building a Culture of Innovation

- Develop, coordinate and connect Auckland's "Innovation Corridor" **for innovation and entrepreneurship** with a focus on technology sectors of specialisation including ICT, screen and digital media, life sciences, food and beverage processing, marine, high performance sport and international education e.g. GRID AKL Wynyard Quarter Innovation Precinct, "Techapuna", Massey University Albany campus, FoodBowl (LTP investment proposal)

- Develop GRID AKL as a key innovation hub and showcase, including the nurturing of high-growth start-ups and an ongoing programme of events and activation.
- Develop a **culture of innovation** within Auckland through a high visibility campaign to promote the benefits of innovation and entrepreneurship including the promotion of programmes and initiatives that support it (LTP)~~investment proposal~~
- **Grow entrepreneurship and innovation** for business growth through delivered programmes and leverage of central government programmes including effective delivery of the **Regional Business Partner** programme across Auckland, and work with central government on the redesign of this programme
- **Develop international pathways** for Auckland businesses through development and leverage of programmes and establishing and maintaining key relationships with strategic global partner cities and organisations
- Investigate the feasibility of an Innovation focussed business event anchored in Auckland (LTP)

Developing Key Sectors of Competitive Advantage

- Facilitate **collaboration, innovation based entrepreneurship and enterprise development** across Auckland's key sectors of specialisation with a particular focus on ICT, screen and digital media, life sciences, food and beverage processing, marine, high performance sport and international education
- Support New Zealand Food Innovation Auckland (the Foodbowl – Te Ipu Kai) to achieve its vision for a motivated and internationally recognised industry (LTP)
- Implement specified interventions in the food and beverage sector as outlined in the ATEED Food and Beverage Plan (LTP)
- Support the functioning of the **New Zealand Health Innovation Hub**
- Support the development of the AUT Millenium Institute of Sport and Health and other existing and potential high performance sports hubs
- ~~Support the development of international education campuses and related infrastructure~~
- Support the development of new marine sector infrastructure and services, particularly in relation to super yacht refit
- Support the attraction of new screen and digital productions and the development of required new screen and digital infrastructure

Supporting Businesses across Auckland

- Ensure delivery of the **Regional Business Partner programme** through ATEED area offices to develop more innovation based entrepreneurs and enterprise
- Deliver **additional programmes** to build business capability and increase businesses state of readiness to export (LTP)
- Ensure delivery of the **Regional Business Awards Programme** through partnership with the Auckland Chamber of Commerce to celebrate enterprise excellence
- Deliver initiatives through area offices that foster networks and niche networks support
- Support selected incubators/accelerators to assist the growth of knowledge driven SMEs
- Deliver a Maori Economic Growth Forum and support the implementation of resulting action plan(s)
- Support the implementation of the Maori Economic Development Framework (currently in development by Te Waka Angamua) and lead resulting actions as appropriate

Growing a Skilled Workforce (investment proposal)

Nurturing a strong skills base is identified internationally as key to developing an innovation and knowledge based economy. People with the right skills can give firms a competitive edge through increased innovation, use of new technologies, improved workplace practices and access to new markets

- **Map key skill gaps** and complete workforce plans for priority sectors (LTP)

- Support the implementation of the **Mayor's Youth Employment Traction Plan** including hosting of the Traction Hub and leading the recruitment of Auckland businesses to sign an Employers Pledge to work with the Hub
- Streamline **pathways to employment for young people** /rangitahi through programmes such as the Young Enterprise Scheme, the International Education programme and Youth Connections
- Streamline pathways for the sustainable growth of SMEs
- Encourage our businesses to **invest in skills**
- Develop **Maori economic growth pathways** for SMEs and iwi

Attracting Business and Investment

The attraction of more businesses of scale, and a focus on productive inward investment, is crucial if the EDS' growth goals are to be achieved. A focus on the proactive attraction of business and investment opportunities for Auckland, turning these opportunities into positive outcomes, and the implementation of post-investment aftercare service will ensure we retain this investment and actively encourage further investment.

- Identify and facilitate **business attraction opportunities in Auckland's key sectors and geographic priority areas** foreign direct investment (FDI) opportunities in key sectors of focus (enhanced investment proposal)
- Continue to implement our **lead generation programme** to promote and attract productive FDI into key infrastructure projects (e.g. CRL), initiatives (e.g. The Southern Initiative) and sectors of specialisation from the target markets
- ~~Continue to Deliver~~ **post our investment support services aftercare programme (Aroha Auckland)** to ensure the retention of existing and grow Auckland based multi-national businesses and investors and identify opportunities for further expansion
- ~~Facilitate~~ **Lead** the initial development of the **Auckland Investment Office (AIO)** function for Auckland Council to promote an investment pipeline (investment proposal)
- ~~Work with~~ Maori/iwi **to unlock investment potential of Maori assets and investment opportunities**
- ~~Develop strategic partnerships with central government, Maori business and the private sector to maximise business and investment opportunities and ensure that services are effectively leveraged and co-ordinated~~
- ~~Promote Auckland as an~~ Communicate the value of international **business and investment destination** including targeted engagement in key international markets into Auckland and develop commercial and investment partnership opportunities to deliver incremental investment into key sectors and attract new businesses into Auckland
- ~~Implement Auckland's~~ **Screen and Digital Strategies** to generate export growth through the attraction of international productions (enhanced investment proposal)

Building Auckland's Brand & Identity

Every great city has a great brand and positioning. A brand ~~is much more than just a logo~~. ~~It is a complete value proposition that sets a city's identity apart. A clearly articulated brand~~ position for a city is important for attracting ~~not only~~ tourists, ~~but also~~ students, migrants, researchers, innovators, entrepreneurs, investors and events and the associated benefits they bring.

- ~~Promote the~~ **Auckland identity and brand story** consistently and seamlessly across all business, tourism and major event activity in domestic and international markets in a way that leverages our distinct advantages
- Ensure Auckland's identity is consistent with the Auckland Plan outcome of a Maori identity that is Auckland's point of difference

- Lead the development of a **global innovation and business profile brand** for Auckland and deliver a targeted global business marketing campaign
- **Assist in ensuring** Auckland's identity will be leveraged by iconic statements (events/ festivals/ buildings/ acts)

World Masters Games 2017

~~WMG2017 is the world's largest multi-sport event in terms of competitor numbers. For WMG2017, there is projected to be approximately 35,000 competitors and companions, 5,500 volunteers and officials, with up to 30 sports operating in approximately 45 venues. There will be a Games Village at a central location such as Auckland's waterfront, and an opening ceremony and closing ceremony. The delivery budget is \$33.6 million.~~

~~The sole purpose of WMG2017 Ltd is to deliver an operationally successful event that meets or exceeds KPIs while maintaining at least a balanced budget and in accordance with contractual obligations to the International Masters Games Association (IMGA) and the Ministry of Business Innovation and Employment (MBIE).~~

~~WMG2017 Ltd is responsible for leading all aspects of the planning and delivery of the Games, with the exception of leverage and legacy activities, which is led by ATEED. Core activities of the organisation include:~~

- ~~• Contracting sports organisations and venues to be part of the sports programme for WMG2017~~
- ~~• Marketing the Games to ensure registration targets are met~~
- ~~• Securing sponsorship and commercial partnerships~~
- ~~• Legal aspects including insurances, risk management and compliance~~
- ~~• Operational delivery of the event~~

II. Addressing Local Board Initiatives

ATEED acknowledges that a range of visitor, event and economic development related priorities and projects have been identified within a range of Local Board Plans. Where these priorities can be aligned with ATEED's regional economic growth focus and strategic priorities, ATEED will commit to working with the Auckland Council Economic Development Group, community Development Arts and Culture group, other departments of Council and Local Boards on the delivery of these priorities. ATEED acknowledges that Local Boards have responsibilities regarding funding and delivering local economic development and local events.

Through our Local Board Engagement Plan, and active dialogue, ATEED is committed to engaging and working meaningfully with Local Boards on major issues, projects and activities as they align with ATEED's mandate.

Relationships with Local Boards

While ATEED is accountable to the Governing Body as shareholder, it also has relationships with Local Boards who share the decision-making responsibilities of the Auckland Council with the Governing Body. ATEED will:

- Prepare an annual Local Board Engagement Plan in accordance with the requirements of the Shareholder Expectation Guide (SEG).
- Report to Local Boards as specified in its Local Board Engagement Plan (LBEP).
- Adequately resource liaison with and reporting to Local Boards (within the limitations of ATEED's annual budget), in order to meet the commitments stated in ATEED's LBEP and as set out in other activity plans.
- Keep informed of local board priorities and objectives in Local Board plans and ensure that these are considered when:
 - (i) preparing budgets; and
 - (ii) undertaking activities in Local Board areas.
- Ensure that business cases seeking Auckland Council funding take into account Local Board priorities and objectives.

ATEED is working with Auckland Council's Economic Development group to provide clarity over the services that Local Boards can access from ATEED. This work will guide ATEED's role in the development of Local Economic Development Action Plans which will in turn inform Local Board Agreements. [ATEED is very keen to see these Action Plans completed for each local board to maximise the opportunities to drive economic growth across the Auckland region.](#)

III. Delivering Outcomes for Maori

As Auckland's lead 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 is a key cross cutting platform across Auckland's 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.

ATEED is committed to the economic transformation of Tamaki Makaurau and has a strong vision about the role we can play to advance the business and economic

aspirations of mana whenua and mataawaka in the region. This includes identifying appropriate investment partners, sector partners and growth initiatives.

ATEED has developed a Maori tourism development capability since its inception which is delivering new visitor attractions and experiences in partnership with Maori business interests.

In June 2014 ATEED delivered a Maori Economic Growth Forum in collaboration with The ICEHOUSE, and a range of central government agencies. ATEED will continue to work with Maori businesses participating in the Forum to facilitate their ongoing growth and expansion.

ATEED's greater role with The Southern Initiative economic growth work streams will facilitate the opportunity to work more closely with Maori business interests, across a range of sector opportunities. ATEED is also looking to drive Maori entrepreneurship leveraging its existing involvement in the YES programme, accelerators, incubators and innovation precincts.

We will also continue to look for one-off opportunities of significance for showcasing the Maori economy, culture and capability, whether in Auckland or internationally.

4. PERFORMANCE MEASUREMENT

I. Non-Financial Performance

Performance Measures <i>Criteria used to measure performance</i>	Performance targets over 3-year period <i>Desired level of performance for the measure</i>	KEY ACTIVITY <i>Key activities we are measuring¹</i>	OUTPUTS <i>What our customers receive</i>	IMPACT <i>What difference our outputs make</i>	OUTCOME <i>Why we do it</i>
					<i>Auckland Plan Priorities</i>
Growing the Visitor Economy					
Number of visitor nights in Auckland (LTP measure)	30 June 2012: n/a 30 June 2013: 26.7 (actual) 30 June 2014: 25.2m 30 June 2015: 26.6m 30 June 2016: 28.2m 30 June 2017: 29.8m	Destination marketing and information. Facilitation of business events and conventions	Increased amenity as a result of a strong visitor economy Increased visitor arrivals, length of stay and associated economic impact	Auckland is nationally and internationally recognised as having exceptional visitor and event experiences	Develop a creative vibrant international city Value and foster Auckland's cultural diversity
Spend by visitors in Auckland (LTP measure)	30 June 2012: n/a 30 June 2013: \$3,4475,001m (actual) 30 June 2014: \$3,6285,194m 30 June 2015: \$3,8985,412m 30 June 2016: \$4,2265,655m 30 June 2017: \$4,5525,922m	Sector capacity development Attraction development and support Building a world-class major events portfolio	Provision of high quality visitor information and services.	Auckland's visitor economy supports amenities that Aucklanders enjoy	Value our artists, creative sector and cultural institutions Understand, value and share our heritage
Number of visitors to Auckland (LTP Measure)	30 June 2012: n/a 30 June 2013: 13.7m (actual) 30 June 2014: 13.3m 30 June 2015: 13.7m 30 June 2016: 14.2m 30 June 2017: 14.6m		Auckland is recognised as a great place to live, work, visit and invest.		
Overall visitor satisfaction (all visitors) with the experience in Auckland (as measured through the Visitor Insights)	30 June 2012: 7.8 (actual) 30 June 2013: 7.7 (actual) 30 June 2014: 8.0 30 June 2015: 8.1 30 June 2016: 8.1				

Comment [JR3]: Targets changed to reflect refreshed Visitor Plan 2021

¹ In some cases a wide range of activities will contribute to the achievement of a target. Only key activities amongst these are covered here.

	Programme)	30 June 2017: 8.1				
	Percentage of customers satisfied with visitor information centres and services overall (LTP Measure)	30 June 2012: 90% (actual) 30 June 2013: 94% (actual) 30 June 2014: 90% 30 June 2015: 90% 30 June 2016: 90% 30 June 2017: 90%	Improving visitor information and service levels			
Growing the Visitor Economy - Building a World Class Major Events Portfolio						
	Return on Regional Investment (RORI) from major events invested in (LTP Measure)	30 June 2012: \$28.9m (actual) 30 June 2013: \$39.1m (actual) 30 June 2014: \$40m 30 June 2015: \$47m 30 June 2016: \$49m 30 June 2017: \$86m ²	Attraction, delivery, facilitation and leverage of a portfolio of major events delivering strong return on investment	Major events generate return on investment and increase visitors to Auckland	Auckland is nationally and internationally recognized as having exceptional visitor and event experiences	Develop a creative vibrant international city
	Percentage of those (Aucklanders) who agree events make Auckland a great place to live (engender pride and sense of place)	30 June 2012: 78% (actual) 30 June 2013: 80% (actual) 30 June 2014: 80% 30 June 2015: 80% 30 June 2016: 80% 30 June 2017: 80%	Articulating the benefits of major events	Auckland delivers high quality events. Auckland receives international publicity due to its events.	Auckland's visitor economy supports amenities that Aucklanders enjoy	Value and foster Auckland's cultural diversity Value our artists, creative sector and cultural institutions
	Visitor nights generated by major events	30 June 2012: 224,000 (actual) 30 June 2013: 290,000 (actual) 30 June 2014: 120,000 ³ 30 June 2015: 150,000 30 June 2016: 170,000 30 June 2017: tbc		Increased amenity as a result of a strong visitor economy		Understand, value and share our heritage
	Estimated number of attendees at major events (LTP Measure)	30 June 2012: 1.09m (actual) 30 June 2013: 1.05m (actual) 30 June 2014: 1.45m 30 June 2015: 1.52m 30 June 2016: 1.57m 30 June 2017: 1.93m ⁴				Maximise the contribution of recreation and sport to Auckland's economic prosperity

² Target includes the impact of World Masters Games 2017

³ The June 2014 target for visitor nights generated by major events reflects the target originally endorsed by Council through the Major Events Strategy. It has since become apparent that these targets are low and ATEED aims for a significantly higher KPI internally. This refreshed target will be incorporated into ATEED's SOI through the LTP process.

⁴ Target includes the impact of World Masters Games 2017

	Percentage of attendees satisfied with major events overall (LTP Measure)	30 June 2012: 83% (actual) 30 June 2013: 87% (actual) 30 June 2014: 85% 30 June 2015: 85% 30 June 2016: 85% 30 June 2017: 85%	Ensuring delivery of Auckland Lantern Festival, Pasifika Festival and Auckland Diwali Festival of Lights			
	Number of ⁵ major international events attracted or facilitated (LTP measure)	30 June 2012: n/a 30 June 2013: 9 (actual) 30 June 2014: 5 30 June 2015: 5 30 June 2016: 5 30 June 2017: 5	Attracting and/or facilitating major international events			
Enabling Education and Talent						
	Value of GDP contribution of international student spend Education to the Auckland Economy	30 June 2014: \$1.377b 30 June 2015: \$1.454b 30 June 2016: \$1.564b 30 June 2017: \$1.888b	Promoting Auckland as an international education destination	Growth in Auckland's sectors of competitive advantage	Auckland is a global centre of excellence for high potential economic sectors	Develop an innovation hub of the Asia-Pacific region Become internationally connected and export driven
Building a Culture of Innovation and Entrepreneurship						
	Percentage of Auckland businesses innovating (measure – to be confirmed)	30 June 2014: benchmark 30 June 2015: improve 30 June 2016: improve 30 June 2017: improve	Building a culture of innovation and entrepreneurship	Businesses are well-supported and receive assistance through a variety of measures	Auckland is recognised as an innovative and entrepreneurial hub of the Asia-Pacific rim	Grow a business-friendly and well-functioning city
	Number of businesses <u>Start-up companies through taking up tenancy at -GRID AKL (Wynyard Innovation Precinct) Incubator (cumulative)</u>	30 June 2012: n/a 30 June 2013: 0 30 June 2014: <u>110 (actual)</u> 30 June 2015: 20 30 June 2016: <u>25</u> 30 June 2017: <u>30</u>	Development of <u>GRID AKL</u> the WQIP as a showcase of Auckland's innovation corridor	Growth in Auckland's sectors of competitive advantage	Auckland is a	Develop an innovation hub of the Asia-Pacific region Become internationally connected and export

⁵ Tier A events are defined in the Major Events Strategy as being "Recognised international event; or 2000+ international nights; or strong export focus high international media coverage

	Total value of <u>Callaghan Innovation R&D grants made through the Regional business Partner programme⁶ under the TechNZ programme</u>	30 June 2012: \$2.8m (actual) 30 June 2013: \$3.6m (actual) 30 June 2014: \$4.0m 30 June 2015: \$4.0m 30 June 2016: tbc 30 June 2017: tbc	Delivery of Regional Business Partner Programme (R&D Grants component)		global centre of excellence for high potential economic sectors	driven
	Percentage of stakeholders satisfied with provision of business advice, start-up, training and mentoring programmes (LTP Measure)	30 June 2012: 87% (actual) 30 June 2013: 95% (actual) 30 June 2014: 85% 30 June 2015: 85% 30 June 2016: tbc85% 30 June 2017: tbc85%	Delivery of Regional Business Partner Programme			Enhance investment in people to grow skills and a local workforce
	Number of actively managed business ⁷ through Regional Business Partner programme ^{activity} .	30 June 2012: n/a 30 June 2013: n/a 30 June 2014: 360 ⁸ 30 June 2015: 360 30 June 2016: tbc360 30 June 2017: tbc360	Delivery of Regional Business Partner Programme (capability component)			Develop a creative, vibrant international city
	Total GDP in targeted sectors (marine, transport and logistics, IT, food and beverage, film, bioscience, creative/digital, export education) compared with total Auckland GDP (LTP Measure)	30 June 2012: 29.6% (actual) 30 June 2013: no change 30 June 2014: Improve 30 June 2015: Improve 30 June 2016: Improve 30 June 2017: Improve	Enablement of business growth in sectors of comparative advantage			
	Number of economic initiatives with Maori ⁹	30 June 2012: n/a 30 June 2013: 10 30 June 2014: Improve 30 June 2015: Improve 30 June 2016: Improve	Undertaking partnership opportunities with Maori across the business to facilitate positive Maori			

Comment [JR4]: Currently in final negotiations with NZTE and CI to finalise measures for next FY

⁶ ATEED's contract to deliver the Regional Business Partner programme currently ends on 30 June 2015.

⁷ Active management means there is a focus on assessing business, identifying needs, providing solutions and following up with the business on next steps for growth. Businesses should either be exporting or in the export supply chain or have an interest in and potential to export

⁸ Target based on 80 businesses per FTE (4.5) as specified in contract with NZTE

⁹ An initiative is an arrangement where parties agree to cooperate to advance their mutual economic interests.

		30 June 2017: Improve	outcomes			
Attracting Business and Investment						
	GDP Global Investment Promotion Agency (IPA) benchmarking ¹⁰ (LTP Measure)	30 June 2012: 55% (actual) 30 June 2013: n/a 30 June 2014: 65% 30 June 2015: n/a 30 June 2016: 70% 30 June 2017: n/a	Delivery of investment facilitation services	Businesses and international investment is attracted to Auckland Growth in Auckland's sectors of competitive advantage	Auckland is recognised as an innovative and entrepreneurial hub of the Asia-Pacific rim Auckland is a global centre of excellence for high potential economic sectors	Grow a business-friendly and well-functioning city Develop an innovation hub of the Asia-Pacific region Become internationally connected and export driven Enhance investment in people to grow skills and a local workforce Develop a creative, vibrant international city
	Facilitation of the establishment, or significant expansion, of multinational companies in target sectors	30 June 2012: n/a 30 June 2013: 2 (actual) 30 June 2014: 5 30 June 2015: 5 30 June 2016: 5 30 June 2017: 5	Identification and facilitation of investment opportunities			
	Number of intensively account managed customers in ATEED Aftercare programme	30 June 2012: n/a 30 June 2013: n/a 30 June 2014: 100 30 June 2015: 105 30 June 2016: 110 30 June 2017: 115	Delivery of ATEED Aftercare programme – Aroha Auckland			
	Total GDP contribution of deals effected with ATEED involvement	30 June 2012: n/a 30 June 2013: n/a 30 June 2014: establish baseline 30 June 2015: + 5% 30 June 2016: +5% 30 June 2017: +5%	Identification and facilitation of investment opportunities			
	Value of investment deals effected by ATEED within the financial year	30 June 2012: n/a 30 June 2013: n/a 30 June 2014: \$240m 30 June 2015: \$252m 30 June 2016: \$265m 30 June 2017: \$278m	Identification and facilitation of investment opportunities			

¹⁰ GDP Global Investment conducts a mystery shop type survey by making a fictitious investment enquiry and ratings are given based on responses. Survey is conducted biennially

Growing a Skilled Workforce						
	Adoption of an ATEED Skills Plan Number of 'live' signatories to the Youth Traction Hub Employers Pledge	Completed by June 2015 30 June 2012: n/a 30 June 2013: n/a 30 June 2014: n/a 30 June 2015: 50 30 June 2016: 50 30 June 2017: 50				Enhance investment in people to grow skills and a local workforce
Building Auckland's Brand and Identity						
	Total visits to www.aucklandnz.com	30 June 2012: n/a 30 June 2013: 1.82m 30 June 2014: 2.17m 30 June 2015: 20% increase 30 June 2016: 20% increase 30 June 2017: 20% increase				Develop a creative, vibrant international city
Corporate Capability						
	Percentage of CCO monitoring and accountability requirements that meet target ¹¹	30 June 2012: n/a 30 June 2013: 100% (actual) 30 June 2014: 100% 30 June 2015: 100% 30 June 2016: 100% 30 June 2017: 100%	Delivery of quarterly reports, annual reports and SOI to specified deadlines			

Comment [JR5]: Plan already adopted. New measure reflects a key intervention for ATEED

Comment [JR6]: Proposed new measure

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.

Measuring Performance of World Masters Games 2017 Ltd

WMG2017 is a multi-year project. 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. For this reason, there are no specific annual KPIs. However, the organisation will ensure that regular reporting to ATEED, MBIE and IMGA reflects appropriate budgetary and financial management, risk management and demonstrated progress with the planning of the Games and achieving milestones.

¹¹ Accountability requirements are the delivery of draft and final SOIs, quarterly reports and Annual Reports within the timeframes specified in Auckland Council's CCO Accountability Policy.

The project's major KPIs specified between ATEED and WMG 2017 Ltd include:

- GDP impact meets or exceeds \$36.16 million (incorporated into the Major Events RORI measure in the table above)
- Auckland visitor nights exceed 250,810 (incorporated into the major events visitor nights measure in the table above)
- The direct cost to ATEED does not exceed \$11 million and the direct cost to MBIE does not exceed \$11 million
- Revenue/ income managed to deliver a neutral and/or preferably a positive financial outcome.
- IMGA agree that Auckland successfully met the obligations of the Hosting Agreement.
- A survey of competitors / participants captures that over ~~85.90~~85.99% agree that the Games were well organised
- A survey of public attendees captures that over ~~85.90~~85.99% agree that the Games were well delivered and enhanced their pride in the city

Comment [JR7]: Changed to align with ATEED event satisfaction measures. Terms of Reference will also be changed.

II. Financial Performance

Our budgeted financial targets for the three years are shown in the following tables:
[These financial statements have not been restated to show the impact of the new Public Benefit Entity Accounting Standards, coming into effect 1 July 2013.](#)

Prospective statement of comprehensive income

Auckland Tourism Events and Economic Development

\$000	Annual Plan 2014	Budget 2015	Budget 2016	Budget 2017
Financial year ending 30 June				
Revenue				
Operating funding from Auckland Council	43,386	47,534	50,874	53,050
Capital funding from Auckland Council	246	429	530	525
Fees and user charges	5,303	4,271	6,213	12,361
Subsidies and grants	2,243	3,498	3,754	4,510
Development and financial contributions	0	0	0	0
Vested assets (non-Crown)	0	0	0	0
Other revenue	177	1,343	1,378	1,416
Total revenue	51,355	57,075	62,750	71,860
Expenditure				
Employee benefits	17,386	20,027	20,229	20,726
Depreciation and amortisation	391	681	795	745
Grants, contributions and sponsorship	5,355	4,793	4,368	2,896
Other operating expenses	28,367	31,826	37,623	47,713
Total expenses	51,499	57,327	63,014	72,081
Finance income	0	0	0	0
Finance expense	0	0	0	0
Net operating income	(144)	(251)	(265)	(221)
Assets vested by the Crown	0	0	0	0
Net other gains/(losses)	0	0	0	0
Share of surplus/(deficit) in associates and jointly controlled entities	0	0	0	0
Surplus/(deficit) before income tax	(144)	(251)	(265)	(221)
Income tax expense	0	0	0	0
Surplus/(deficit) after income tax	(144)	(251)	(265)	(221)
Surplus/(Deficit) after income tax is attributable to:				
Auckland Tourism Events and Economic Development	(144)	(251)	(265)	(221)
Non controlling interest	0	0	0	0
	(144)	(251)	(265)	(221)
Other comprehensive income				
Net gain on revaluation of property, plant and equipment	0	0	0	0
Income tax on revaluation of property, plant and equipment	0	0	0	0
Revaluation of cash flow hedges	0	0	0	0
Income tax on revaluation of cash flow hedges	0	0	0	0
Share of equity accounted investments' reserves	0	0	0	0
Gain on revaluation of financial assets classified as held for sale	0	0	0	0
Total other comprehensive income	0	0	0	0
Total comprehensive income	(144)	(251)	(265)	(221)
Total comprehensive income is attributable to:				
Auckland Tourism Events and Economic Development	(144)	(251)	(265)	(221)
Non controlling interest	0	0	0	0
	(144)	(251)	(265)	(221)

Prospective statement of changes in equity
Auckland Tourism Events and Economic Development

\$000	Annual Plan 2014	Budget 2015	Budget 2016	Budget 2017
Financial year ending 30 June				
Equity at 1 July	9,013	4,358	5,457	4,743
Total comprehensive income	(144)	(251)	(265)	(221)
Movements in non-controlling interest	0	0	0	0
Total comprehensive income	(144)	(251)	(265)	(221)
Investment by Auckland Council	36	1,350	(449)	(442)
Equity at 30 June	8,904	5,457	4,743	4,081
Total comprehensive income is attributable to:				
Auckland Tourism Events and Economic Development	(144)	(251)	(265)	(221)
Non controlling interest	0	0	0	0
	(144)	(251)	(265)	(221)

Prospective funding impact statement
Auckland Tourism Events and Economic Development

\$000	Annual Plan 2014	Budget 2015	Budget 2016	Budget 2017
Financial year ending 30 June				
OPERATING EXPENDITURE				
Total operating expenditure	51,499	57,327	63,014	72,081
<i>Less depreciation and amortisation</i>	<i>(391)</i>	<i>(681)</i>	<i>(795)</i>	<i>(745)</i>
Operating expenditure to be funded	51,109	56,646	62,219	71,336
Sources of operating funding:				
Operating funding from Auckland Council	43,386	47,534	50,874	53,050
Fees and user charges	5,303	4,271	6,213	12,361
Subsidies and grants	2,243	3,498	3,754	4,510
Other revenue	177	1,343	1,378	1,416
Borrowing to fund operating expenditure	0	0	0	0
Asset sales	0	0	0	0
Total operating funding	51,109	56,647	62,219	71,336
Operating funding surplus / (deficit)	(0)	0	(0)	0
CAPITAL EXPENDITURE				
Total capital expenditure	282	1,779	81	83
Comprised of:				
Growth	0	0	0	0
Improve level of service	281	0	0	0
Renewals	0	0	0	0
Total application of capital funding	281	0	0	0
Sources of capital funding:				
Capital funding from Auckland Council	246	429	530	525
Investment by Auckland Council	36	1,350	(449)	(442)
Loans from Auckland Council	0	0	0	0
External loans	0	0	0	0
Subsidies and grants - capex	0	0	0	0
Vested assets (non-Crown)	0	0	0	0
Asset sales	0	0	0	0
Total capital funding funding	282	1,779	81	83
Capital funding surplus / (deficit)	0	0	0	0

Prospective statement of financial position
Auckland Tourism Events and Economic Development

\$000	Annual Plan 2014	Budget 2015	Budget 2016	Budget 2017
Financial year ending 30 June				
ASSETS				
Current assets				
Cash and cash equivalents	0	1,445	1,445	1,445
Debtors and other receivables	7,370	4,731	4,731	4,731
Other financial assets	2	0	0	0
Derivative financial instruments	0	0	0	0
Inventories	132	147	147	147
Non-current assets held for sale	0	0	0	0
Total current assets	7,504	6,323	6,323	6,323
Non-current assets				
Debtors and other receivables	0	1,329	1,329	1,329
Other financial assets	40	40	40	40
Derivative financial instruments	0	0	0	0
Property, plant and equipment	9,963	4,136	3,422	2,760
Intangible assets	13	110	110	110
Biological assets	0	0	0	0
Investment properties	0	0	0	0
Equity accounted investments	0	0	0	0
Investments in subsidiaries	0	903	903	903
Deferred tax asset	0	0	0	0
Total non-current assets	10,016	6,518	5,804	5,142
TOTAL ASSETS	17,520	12,841	12,127	11,465
LIABILITIES				
Current liabilities				
Derivative financial instruments	51	45	45	45
Creditors and other payables	4,949	5,337	5,337	5,337
Employee entitlements	1,300	1,051	1,051	1,051
Borrowings	0	0	0	0
Tax payable	0	0	0	0
Provisions	0	270	270	270
Total current liabilities	6,300	6,703	6,703	6,703
Non-current liabilities				
Derivative financial instruments	106	105	105	105
Creditors and other payables	669	576	576	576
Employee entitlements	1	1	1	1
Borrowings	0	0	0	0
Provisions	0	0	0	0
Other non-current liabilities	0	0	0	0
Deferred tax liabilities	1,541	0	0	0
Total non-current liabilities	2,317	682	682	682
TOTAL LIABILITIES	8,617	7,385	7,385	7,385
NET ASSETS	8,903	5,456	4,742	4,080
EQUITY				
Contributed equity	4,083	5,726	5,277	4,835
Accumulated funds	4,977	(118)	(383)	(604)
Reserves	(157)	(151)	(151)	(151)
Total ratepayers equity	8,903	5,457	4,743	4,081
Non-controlling interest				
TOTAL EQUITY	8,903	5,457	4,743	4,081

Prospective statement of cashflows
Auckland Tourism Events and Economic Development

\$000	Annual Plan 2014	Budget 2015	Budget 2016	Budget 2017
Financial year ending 30 June				
Cashflow from operating activities				
Cash provided from:				
Income from activities	5,479	5,615	7,591	13,776
Operating funding from Auckland Council	43,386	47,534	50,874	53,050
Capital funding from Auckland Council	246	429	530	525
Grants & Subsidies	2,243	3,498	3,754	4,510
Total cash provided	51,355	57,075	62,750	71,860
Cash applied to:				
Payments to suppliers and employees	51,109	56,646	62,219	71,336
Total cash applied	51,109	56,646	62,219	71,336
Net cash from operating activities	246	429	530	525
Cashflow from investing activities				
Cash applied to:				
Capital expenditure projects	282	1,779	81	83
Total cash applied	282	1,779	81	83
Net cash from investing activities	(282)	(1,779)	(81)	(83)
Cashflow from financial activities				
Cash provided from:				
Loans from Auckland Council	0	0	0	0
Capital contribution from Auckland Council	36	1,350	(449)	(442)
External Loans	0	0	0	0
Total cash provided	36	1,350	(449)	(442)
Cash applied to:				
Principal repayments	0	0	0	0
Total cash applied	0	0	0	0
Net cash from financing activities	36	1,350	(449)	(442)
Net (decrease)/increase in cash and cash equivalents	(0)	0	(0)	0
Opening cash balance	0	1,445	1,445	1,445
Closing cash balance	(0)	1,445	1,445	1,445



Auckland Tourism Events and Economic Development
 Prospective funding impact statement by activities

\$'000	Major Events	Tourism and visitor centres	Business attraction and development	Corporate support	Total
Financial year ending 30 June 2015					
OPERATING EXPENDITURE					
Total operating expenditure	24,442	14,754	17,685	466	57,327
Less depreciation and amortisation	(40)	(70)	(282)	(287)	(687)
Principal repayments	24,402	14,684	17,383	178	56,646
Operating expenditure to be funded	24,402	14,684	17,383	178	56,646
Sources of operating funding:					
Operating funding from Auckland Council	20,329	11,511	15,693	0	47,534
Fees and user charges	1,178	3,173	(80)	0	4,271
Subsidies and grants	2,350	0	1,148	0	3,498
Other revenue	544	0	621	179	1,343
Borrowing to fund operating expenditure	0	0	0	0	0
Asset sales	0	0	0	0	0
Total operating funding	24,402	14,684	17,383	179	56,647
Operating funding surplus / (deficit)	(0)	(0)	(0)	0	0
CAPITAL EXPENDITURE					
Total capital expenditure	0	200	1,500	79	1,779
Sources of capital funding:					
Capital funding from Auckland Council	25	44	178	181	429
Investment by Auckland Council	(25)	156	1,322	(102)	1,350
Loans from Auckland Council	0	0	0	0	0
External loans	0	0	0	0	0
Subsidies and grants	0	0	0	0	0
Vested assets (non-Crown)	0	0	0	0	0
Asset sales	0	0	0	0	0
Total capital funding	0	200	1,500	79	1,779
Capital funding surplus / (deficit)	0	0	0	0	0

IV.11. Distributions to Auckland Council

Distributions to the Auckland Council of funds surplus to our investment and operating requirements will be determined in a manner consistent with our vision and goals.

The level of surplus funds will be determined by reference to:

- (a) our medium-term fixed asset expenditure programme;
- (b) our investment in new business and commercial partnership opportunities;
- (c) the sustainable financial structure for the business;
- (d) our working capital requirements; and will exclude
- (e) capital profits earned on disposals of assets where such profits are to be used to meet investing and operating requirements.

We do not anticipate making a distribution to the Auckland Council in the period.

V.11. Reporting

ATEED will report quarterly to Auckland Council, and will provide the information specified in the template provided.

VI.11. Accounting Policies

Our accounting practices are the accounting practices of Auckland Council.

VII.11. Expenditure Against Maori Outcomes

ATEED does not identify specific budget for the achievement of Maori outcomes. Instead, Maori outcomes are achieved via operational budgets. For example:

- ATEED will work with Maori tourism businesses to build their capability through the work of our Maori Tourism Advisor operating within our tourism product development budget including the Maori Tourism Trade event.
- ATEED will engage with iwi and mana whenua groups through the work of our Corporate Relations team within its communications budget.
- ATEED will work with Ngati Tamaoho to maximise outcomes around the ITM V8 Supercars event through the leverage budget for the event.
- ATEED will work with Auckland Council to investigate the feasibility of a significant Maori event for Auckland through our event feasibility budget.
- ATEED will work with Te Puni Kokiri, the Maori Trustee and iwi on economic growth and investment opportunities, initially through existing budgets.

ATEED will use the available range of general ledger codes for the identification of specific expenditure against Maori engagement, koha etc, as applicable.

In addition, ATEED will capture financial information in relation to projects and programmes which contribute to ATEED's responsiveness to Maori and will report it through its quarterly reports to Council.

VIII.VII. Other Financial Matters

- (a) At 30 June 2013, the commercial value of the Shareholder's investment in ATEED was \$5.8 million, based on the net asset value of the ATEED group¹², as disclosed in the audited financial statements.
- (b) An assessment of the commercial value of the Shareholder's investment will be reassessed on an annual basis at 30 June each year based on the ATEED group's audited net assets.
- (c) We seek the services as per the Master Services Agreement from the Auckland Council for which we will pay the following:

Year	\$000
2014/15	3,477
2015/16	3,546
2016/17	3,617

- (d) We also reserve the right to seek compensation from time to time for the necessity to provide any service required by the Auckland Council where funding has not been previously agreed.
- (e) We note the CCO Funding provisions outlined in the Auckland Council Shareholder Expectation Guide for Council Controlled Organisations and will adhere to them as applicable.

¹² ATEED is a service delivery entity, and does not own any significant capital assets. As such, the net asset value on the ATEED Group's balance sheet does not necessarily reflect the true value of the ATEED Group and the services it provides. At the time of valuation, the ATEED Group includes New Zealand Food Innovation Auckland (NZFIA), a wholly-owned subsidiary of ATEED. On 1 August 2013, NZFIA became jointly owned by ATEED and Crown agency, Callaghan Innovation. ATEED now owns one thirds of NZFIA and takes responsibility for one-third of NZFIA's annual funding requirements.

5. APPROACH TO GOVERNANCE

I. General Principles

In undertaking its activities, ATEED will exhibit and ensure:

- (a) Sound business practice in its commercial undertakings, operating as an efficient and effective business and providing the Auckland Council an acceptable return;
- (b) Social, cultural and environmental responsibility by having regard, in order of priority, to the interests of:
 - i. firstly, the ratepayers of the Auckland region as represented by the Governing Body and the Local Boards
 - ii. secondly, the communities in which we operate;
and by accommodating or encouraging these when reasonably able to do so;
- (c) An active partnership approach based on the principles of kotahitanga with Auckland Council, other CCOs and key stakeholders;
- (d) An active partnership approach with iwi to promote effective communication and engagement, and to enable Maori aspirations, wellbeing and capacity development;
- (e) Sustainable business practice and a commitment to the Council's outcome of a 'green Auckland', including assistance to deliver upon Council's target to reduce greenhouse gas emissions by 10-20% by 2020, with a long-term goal of 50 per cent by 2050 (based on 1990 levels);
- (f) Ethical and good behaviour in dealing with all parties;
- (g) An open and transparent approach to decision-making, while respecting the need for commercially sensitive information to be protected;
- (h) The practices of a good employer;
- (i) Accordance with relevant statutory provisions referring to the Treaty of Waitangi; and
- (j) Best endeavours to act consistently with shareholder expectations, as reflected in the Auckland Council's Shareholder Expectation Guide.

II. Conduct of the Board

The Board's goal is to operate according to the best practice statements produced from time to time by the Institute of Directors in New Zealand (Incorporated). The Board will adhere to the principles outlined in ATEED's Corporate Governance Charter and the Auckland Council Shareholders Expectation Guide for Council Controlled Organisations (Section 6 Board Governance).

The Board is committed to transparency and in line with the guidelines provided by the Mayor will hold as many Board meetings as possible in public, with adequate prior notice of agenda items and reports and a list of those items to be considered confidentially for commercial or privacy reasons.

Under Section 96 of the Local Government (Auckland Council) Act 2009, the Board is required to hold a minimum of two public meetings per year.

The first of these meetings will consider the CCO's performance under its Statement of Intent in the previous financial year (2013-2014). This meeting will be held in August 2014.

The second meeting will be to consider feedback from shareholders on the CCO's draft SOI for the following financial year. This meeting will be held in June 2015.

These meetings will be publicly notified through an advertisement in the NZ Herald five working days prior to the meeting, giving notice of the date, venue and public forum time.

The Board will adhere to the Council's Board Appointment and Remuneration Policy when it appoints directors to its current or future subsidiaries.

III. Engaging with the Governing Body

ATEED is committed to working closely with the Auckland Council towards the achievement of regional outcomes. ATEED will respect Auckland Council's roles and responsibilities and ensure that there is a mutual sharing of information by adopting a no-surprises approach to communications.

ATEED will ensure that the Auckland Council is kept informed in advance of any matters that may be contentious in the public arena. ATEED will also ensure that its actions give effect to the Auckland Plan, the Economic Development Strategy and the Long Term Plan, and will act consistently with the shareholder's Accountability Policy and the Shareholder Expectation Guide.

ATEED's ability to successfully undertake its business and achieve SOI outcomes relies on the constructive support and cooperation of the Auckland Council.

III-IV. Maori Responsiveness Framework

In the spirit of kotahitanga and kaitiakitanga, ATEED will contribute to the Auckland Council's commitment to Maori by giving effect to the Maori Responsiveness Framework

We will ensure that any relationships and formalised relationship agreements with Maori are consistent with any Auckland Council policy on relationship agreements with Maori.

ATEED will engage and partner with tangata whenua, iwi and Maori business in a true and meaningful way that contributes to our vision and purpose and respects the tikanga of Te Ao Maori.

ATEED is in the process of developing an engagement model for consulting with iwi. We look forward to working with Council to ensure our model aligns with the Maori Responsiveness Plans being rolled out across the Council family.

IV-V. Procedures for purchasing shares in other companies

Acquiring shares will require the approval in writing of the Auckland Council.

V-VI. Governance of 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 quarterly 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.

VII. 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 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.

On 1 August 2013, NZFIA became jointly owned by ATEED and Crown agency, Callaghan Innovation. Previously owned wholly by ATEED, Callaghan Innovation now owns two-thirds of NZFIA and takes responsibility for two-thirds of NZFIA's annual funding requirements.

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.

For the three years commencing 1 July 2013, ATEED on behalf of Auckland Council, will contribute funding of up to \$1 million per year to NZFIA.

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.

6. ORGANISATIONAL HEALTH AND CAPABILITY

Success depends on our people: how we work, how we interact with each other and our stakeholders, and the values we hold true. One of Auckland's key strengths is its diversity, and our success will be based on recognising and harnessing the diversity we have in Auckland, and in ATEED.

Success is dependent on keeping and recruiting top talent, training and developing them, and managing their performance. This only comes with a strong organisational culture where we are recognised as a top employer, nurturing a highly capable workforce and creating an environment where all employees can flourish with opportunities that provide sufficient challenge and scope to grow and develop.

Human Resources support is currently provided through the Master Services Agreement with Auckland Council and is expected to deliver high quality learning and development programmes for the 2014-15 year including people leader and senior leader programmes.

I. Corporate Capability Framework

A key component of our Corporate Capability framework is about putting our vision, values and ways of working at the heart of our business strategy, guiding the way in which we provide an organisational environment that creates high performing teams and individuals.

Our organisational goal is to be the world's leading economic growth agency, which is our commitment to excellence in delivering world leading growth and initiatives to the people of Tamaki Makaurau.

How effective we are, and how customers and partners perceive us, depends on our people. Employee retention, satisfaction and productivity are key indicators, requiring programmes and solutions designed specifically for ATEED.

Key elements of our corporate capability framework include:

- A 90 day planning and delivery framework ensuring ATEED is focussed on outcomes that deliver against this SOI and the economic growth opportunities for Auckland
- A quarterly performance development planning process that links business outcomes to individual objectives alongside an assessment of effectiveness against organisational values/competencies
- Organisational values that describe our culture as being Many Minds, One Team, focussed on being a great company with great communication, great relationships, great thinking and great results
- A culture of career development based on individual aspirations that enables our staff to learn and grow
- Participation in Council leadership and development programmes
- The "Kaiarahi programme" developing new ATEED leaders
- A two-way secondment programme - bringing people in and placing our people externally with partner businesses
- Completing the annual employee satisfaction survey, aiming for ongoing improvement in the upper quartile range

- Delivery of a Tikanga Maori capability building programme. This programme consists of cultural capability building workshops that promote understanding and appreciation of Maori culture and mana whenua, in order to build internal capability for effective communication and engagement with Maori.
- Talent retention including development of a succession planning tool
- Introduction of an induction programme for:
 - New employees into ATEED (from within the wider organisation)
 - New employees and fixed term contractors (external to the organisation)
 - Visitors and customers to ATEED

II. Organisational Values

ATEED has a set of organisational values which underpin the delivery of our business objectives. These values focus on describing the key behaviours we expect from all of our people and provide a basis from which to inspire growth and results. The values were developed as part of an innovative approach to driving organisational culture, focused around a select group of staff members (our Kaiarahi) that represent the diversity of the business holding a series of conversations with the whole organisation about Auckland vision, ATEED's role and the culture within which they would like to work. The values have meaning internally and define how we work with others and what stakeholders can expect from working with ATEED and its people.

Our people will be measured on these and performance based objectives on an ongoing basis via our personal objective setting process reviewed formally on a 90-day cycle in line with our 90-day planning process. It is expected that these values will provide a further step change to ATEED's performance and continue to increase employee engagement.

III. Organisational Health and Safety

ATEED is committed to providing a healthy and safe working environment across all our working locations – including central office, area offices, i-SITEs and major event venues. ATEED conforms to Auckland Council's Health and Safety policy and processes that comply with legislation and meet the ACC Workplace Safety Management Practices Programme. This includes the use of the council Vault system to record and track health and safety issues across the business.

ATEED convenes an internal Health and Safety Committee on a regular basis to review health, safety and other related issues across the business. Through the Committee, health & safety is promoted internally with wellbeing based workshops, workstation set-up reviews and other initiatives on a periodic basis. In addition, health and safety related risks are tracked as part of ATEED's risk management approach and key health and safety metrics are reported to the ATEED board on a monthly basis.

In collaboration with Auckland Council Civil Defence and Emergency Management, ATEED has developed a Business Continuity Plan that is reviewed on a regular basis to ensure alignment and integration with broader Auckland Council continuity policies and plans.

ATEED participates in an annual Health and Safety audit to ensure practices continue to keep our people safe and to meet the required standards on an ongoing basis.

30 April 2014

Mr David McConnell
Chair
Auckland Tourism, Events and Economic Development Limited
BY EMAIL

Tēnā koe David,

RE: Shareholder comments on the draft Statement of Intent 2014-2017

The Council Controlled Organisations Governance and Monitoring Committee considered Auckland Tourism, Events and Economic Development Limited's (ATEED) draft Statement of Intent 2014-2017 (SOI) at its 1 April meeting.

During the meeting, the committee resolved on a number of general shareholder comments that relate to all CCOs and some specific comments relating directly to ATEED. Each CCO is asked to work with council staff to ensure that these comments and any minor editorial changes are reflected in your final SOI.

General shareholder comments

1. In completing the final SOIs, CCOs must ensure that:
 - a. financial information aligns with the Long-term Plan 2012-2022 (LTP) (updated for any changes agreed as part of the Annual Plan 2014/2015) and includes:
 - i. financial statements provided by council staff
 - ii. a funding statement breakdown by activity as per LTP
 - iii. 2013/2014 budget and the subsequent three years' budget
 - iv. agreed non-strategic asset sales targets
 - b. performance measures align with the LTP (updated for any changes agreed as part of the Annual Plan 2014/2015) and includes:
 - i. LTP measures that are clearly identified in the SOI
 - ii. measures and targets exactly as worded in the Annual Plan 2014/2015
 - iii. 2012/2013 actual performance, 2013/2014 target and the next three years' targets.
2. CCOs are also requested to consider the follow:
 - a. all performance measures, including measures that not included in the LTP, should be reviewed as part of continuous improvement and the LTP 2015-2025 process. This is to ensure the measures are quantifiable and there is alignment to Auckland Council plans, policies and priorities

- b. priorities and deliverables in the SOI for years two and three will be subject to changes approved as part of the LTP process for 2015-2025
- c. in line with the council's previous resolution "to improve the level and quality of financial and non-financial reporting on Māori outcomes", CCOs should look to identify and report on specific initiatives, engagement and performance measures that contribute to Māori outcomes.

Specific shareholder comments

1. The final SOI should be amended to show stronger alignment with the endorsed shared economic agenda. This includes providing detail on how ATEED intends to "raise youth/rangatahi employability", and "support growth and improved performance of Maori businesses."
2. The final SOI should clearly articulate those activities that are funded as business as usual for ATEED, and those activities that require additional/external funding.
3. In general, greater clarity should be provided on the nature and scope of some activities to better articulate ATEED's role and delivery mechanisms for its planned actions.
4. More specific detail should be included regarding ATEED's initiatives that contribute to Maori outcomes. Emphasis should be placed on not just investigating a signature Maori event, but also delivering such an event.
5. Auckland Council's Economic Development department has developed specific examples and comments in relation to the high level comments detailed above. Council staff will work with ATEED to address these proposed shareholder comments in more detail.
6. A number of issues have also been identified by the Independent Maori Statutory Board. Council staff will discuss these issues with ATEED so that they can be addressed prior to finalising the SOI.
7. Under section 5, please include comments on your approach to engaging with the Governing Body.

I look forward to receiving the final SOI by 30 June 2014.

Nāku noa, nā



**DEPUTY MAYOR PENNY HULSE
CHAIR CCO GOVERNANCE AND MONITORING COMMITTEE
AUCKLAND COUNCIL**

cc. Mayor Len Brown
cc. Stephen Town, Chief Executive Auckland Council
cc. Brett O'Riley, Chief Executive, Auckland Tourism, Events and Economic Development