

AUCKLAND TOURISM, EVENTS
AND ECONOMIC DEVELOPMENT

DRAFT

Statement of Intent

2019 – 2022

aucklandnz.com

He Mihi

E tu noa ana ngā maunga whakahii i te riu o Tāmaki Makaurau. E whakaruruhau ana i ngā ahikaa mai tawhiti.
E maumahara ana i te nguha a Mataoho.

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

Tātou te hunga ora e kawē ana i te aronganui, tēnā rā tātou katoa.

The volcanic cones of Tāmaki 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, greetings to us all.

Foreword

The next three years contain immense transformative opportunity for Auckland as we build towards New Zealand's hosting of APEC 2021 Leaders' Week, the next America's Cup regatta in 2021, and a range of other major events including Te Matatini, the World Softball Championships and the Women's Rugby World Cup.

These events will provide the opportunity to connect Auckland with global markets, and showcase Auckland as an innovative, globally competitive city that attracts and retains talented and skilled people.

We are also in the midst of unprecedented investment in the infrastructure required to help our region fulfil its economic potential.

As the region's economic development agency, Auckland Tourism, Events and Economic Development (ATEED) is focused on its vision of 'quality jobs for all Aucklanders'. This reflects the need to ensure economic growth is based on real productivity, and that growth creates prosperity for all Aucklanders. It also requires that ATEED consider how to help build a resilient local economy that is better able to withstand the pressures of uncertain political and macro-economic trends and the challenges associated with issues such as climate change.

ATEED's role has three main components: to promote Auckland globally by leading a cohesive story for Auckland; supporting the region's business growth; and destination development.

ATEED's work programme in the next three years will be undertaken within a framework of Auckland Council priorities and outcomes outlined in the Auckland Plan 2050 including: responding to the challenges presented by climate change; promoting Māori economic outcomes through Council's overall Te Toa Takatini programme; and working with the wider Council group to develop areas identified in the Auckland Plan as priority zones.

We will demonstrate our value for money to Auckland's ratepayers, and grow strong community engagement programmes which help to grow trust in Council.

Mayor Phil Goff, in his letter of expectation to ATEED, outlined four strategic priorities for us to focus on. This Statement of Intent details how we will respond to those priorities.

First, ATEED will prioritise programmes that attract investment to the Auckland region, including the development of a coordinated investment story that enables us to unlock the billions of dollars of investment in transport and housing infrastructure, and captures opportunities for international investors.

Second, we will continue to focus on supporting the growth of quality jobs in Auckland's south and west, where Council is focusing its transformative development efforts alongside central government agencies.

Third, Mayor Goff expects ATEED to continue its implementation of the Destination AKL 2025 strategy for the visitor economy launched in May 2018. This has a particular focus on creating a more sustainable future for Auckland in collaboration with a united industry, and Mayor Goff also expects ATEED to demonstrate value for money across activity partly funded through the Accommodation Providers Targeted Rate collected by Council.

Finally, Mayor Goff asked us to develop robust performance measures which demonstrate how we are generating new economic activity in Auckland.

Last year, ATEED completed a significant realignment to ensure it is structured correctly to meet its objectives, and deliver the strategy released at the start of the 2018/19 financial year. In this SOI period, we will again focus on a proactive partnership approach with the wider Council group, government agencies and the private sector to bring excellent economic, environmental and cultural outcomes for Auckland.

Mark Franklin

Chair

Nick Hill

Chief Executive

Table of Contents

He Mihi.....	1
Foreword	3
Purpose of Statement of Intent.....	5
About ATEED.....	6
ATEED Strategic Framework.....	8
ATEED Three Year Work Programme	11
Performance Outlook.....	19
Alignment with the Auckland Plan.....	21
Summary of Financial Information.....	22
Approach to Governance	24

Purpose of Statement of Intent

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

DRAFT

About ATEED

ATEED is Auckland's economic development agency. Our vision is :

"Quality jobs¹ for all Aucklanders."

To achieve this, Auckland's firms and workers must be increasingly productive. Productivity is the key driver of prosperity and rising standards of living.

ATEED creates value for Auckland by:

- promoting and advocating for Auckland nationally and globally as a place to work, invest, study and visit
- facilitating collaboration between the City, business and Government – particularly in key sectors (e.g. the visitor sector)
- sharing data, intelligence, information and analysis to improve understanding of economic development opportunities
- developing and delivering specific economic development projects with partners where there is market failure and Auckland leadership and support is required
- transferring mature and established activities to capable owners where this is feasible.

Over the last twelve months, ATEED has undertaken a thorough review of its work programmes across both the Economic Development and Destination divisions to implement changes in the way that ATEED will operate over the next three years. These changes include:

- Undertaking a smaller number of more impactful interventions
- Adopting a stronger spatial focus working alongside Pānuku Development Auckland and Auckland Transport
- Placing a greater focus on Auckland businesses as our customers
- Partnering with industry sectors and key economic institutions to coordinate action, based on a systemic view of how industry eco-systems operate
- Making more use of economic intelligence, data and market analysis.

Over the next twelve months ATEED will look to embed these and other changes within the organisation to ensure the anticipated benefits can be fully realised, while at the same time continuing to refine our work programmes and ways of working to ensure we remain aligned to our stakeholders and provide clear value for money.

Core to the achievement of our vision are our values which drive our ways of working both internally and externally with partners. ATEED's values are:

It's all about people: great company

- We respect and support each other and value our differences;
- We encourage each other to be the best we can be;
- We recognise and reward effort and achievement.

Let's be clear: great communication

- We are open and honest in what we say and do;

¹ Quality jobs are defined as jobs that offer potential for transformation through paying a fair wage, presenting prospects for progression and providing access to training and skill development.

- We listen first and speak respectfully;
- We have straightforward conversations in a non-judgemental environment.

Connect and collaborate: great relationships

- We seek to understand others and work together to make a difference;
- We celebrate our diversity and share our individual strengths;
- We are one team with a common goal, to grow our economy.

Bold actions, smart choices: great thinking

- We are courageous;
- We welcome fresh ideas, try new things and embrace change;
- We ask how we can do it differently and do it better.

Get it done and make it yours: great results

- We make things happen by taking personal ownership and responsibility;
- We believe time is precious and use it wisely.

DRAFT

ATEED Strategic Framework

Figure 1: ATEED Strategic Framework



Four conditions need to be satisfied to achieve our purpose of quality jobs for all Aucklanders:

1. Auckland must have workers who have the **right skills** to fill the quality jobs
2. Auckland needs **more investment in quality jobs**, either attracted from offshore or grown from within the region
3. These jobs need to be **accessible** to those who need them – both because they are aware of them, and/or because they can reach them
4. Auckland’s economy needs to be **resilient** and sustainable over the long term in the face of global economic trends, technological disruption, environmental constraints and cultural diversity.

ATEED has two areas of focus:

Economic Development – supporting business and investment attraction, business growth, innovation and skills

Firstly, ATEED engages in a wide set of economic development activities, including business support, business attraction and investment, local economic development, trade and industry development, skills employment and talent and innovation and entrepreneurship. This work is outlined in more detail in our three-year work programme and will be driven through implementation of an ATEED *Economic Development Plan*.

Destination - supporting sustainable growth of the visitor economy

Secondly is the work ATEED undertakes to support Auckland’s visitor economy, a critical lever for economic development. This work includes our focus on destination marketing and management, major events, business events (meetings and conventions) and international student attraction and retention, which is outlined in more detail in our three-year work programme and will be driven through implementation of the *Destination AKL 2025* Strategy and the underlying ATEED implementation plans.

These two focus areas are not mutually exclusive. The economic growth of the wider economy reinforces Auckland as a destination by creating supply chain opportunities, international linkages, talent and student attraction, and by making the city attractive to international business events and conventions. Similarly, Auckland’s visitor economy is an important part of the city’s wider economy that underwrites the amenity of the city, making it more attractive to residents and

visitors alike. It provides significant employment opportunities for Aucklanders, supports other sectors including food and beverage and arts and culture, and it generates significant export revenues for the city.

These two portfolios also share a common platform relating to the promotion of the city globally to ensure that Auckland competes effectively with other mid-tier high quality of life cities.

Cross cutting themes

In support of the two strategic focus areas, ATEED focuses on the following cross cutting priorities.

Theme	Description
Māori economic growth	ATEED will take an opportunities and obligations approach to working with Māori in Auckland. We will work with Māori communities directly and through partners to identify economic potential and focus our resources on unlocking that potential.
Enhance spatial focus	While Auckland has a concentration of highly skilled and talented workers, the city also has many people with poor education outcomes and low incomes. There is clear evidence of regional disparity, with South and West Auckland lagging behind the rest of the region in terms of household prosperity. ATEED will work with Pānuku Development Auckland, The Southern Initiative (TSI) and other area-based initiatives to ensure a stronger spatial focus for economic development activities.
Sustainability	Sustainability is about meeting our current needs without compromising those of future generations. For ATEED this means we focus on economic growth that can be sustained in the long term and benefits both current and future generations. This focus on sustainability intrinsically links to Auckland Council's priorities to reduce carbon emissions and achieve a climate resilient future and as such ATEED will work with Auckland Council in the development of Auckland's Climate Action Plan.

ATEED will work to effectively integrate these themes in the design, implementation, monitoring and evaluation of all current and future activities. The process of integrating these themes will require ATEED to be innovative, flexible, and willing to experiment and establish new operational norms.

Prioritisation

To support decision making, ATEED will implement a prioritisation framework that ensures that all work undertaken is:

- **Industry led:**
 - Does the activity complement and support the operation of markets?
 - Does the activity reflect and address the concerns of industry?
 - Has the activity been developed in partnership/collaboration with industry?
- **Government and Council aligned:**
 - Does the activity support government and council policy, and can it be leveraged both to benefit national objectives and for Auckland?
- **Creates impact:**
 - Does the activity deliver sufficient impacts to warrant it being undertaken?
 - Would the activity happen without ATEED's investment, without displacing existing activities; and is there evidence that the level of public sector investment is appropriate vis-à-vis other funders?
- **Provides value for money:**
 - Can value for money be clearly demonstrated from the investment?

- **Transferable:**
 - Has the activity been developed with a transfer or exit strategy under a range of scenarios? Does the activity create dependence?

Māori Responsiveness at ATEED

ATEED's Māori Responsiveness Plan outlines how we will build and grow our Māori cultural capability across the organisation to enhance the way we engage with Māori communities and deliver Māori outcomes. It specifies the capability ATEED will need to deliver on the Māori economic growth cross-cutting theme of our strategic framework and connects ATEED's Māori economic development activities with broader ATEED initiatives as captured in our Māori Economic Growth Strategy.

ATEED will build Māori cultural capability through activities such as focusing on opportunities to incorporate Auckland Council's Te Reo Māori Policy in such things as signage, use in daily situations and in communications and promoting Te Reo Māori as part of the unique identity of the city.

ATEED will foster strong and positive relationships with the Mana Whenua both through the Mana Whenua Kaitiaki Forum and recognising the autonomous authority of individual iwi. We will develop and implement a schedule of one on one meetings and enable opportunities for consulting and engaging with Mana Whenua in decision making and the development of programmes.

ATEED will continue to strengthen our relationships with Mana Whenua in order to support iwi to progress their own development aspirations and to contribute to enabling positive outcomes for Māori across ATEED's work programme. Through collaboration with CCOs and participation in cross-Council initiatives, ATEED is committed to improving the effectiveness of Māori engagement processes.

ATEED three-year work programme

This section outlines our strategic programmes over the next three years across our two core focus areas, to support Auckland Council priorities and our vision of quality jobs for all Aucklanders.

FOCUS AREA 1: SUPPORTING BUSINESS AND INVESTMENT ATTRACTION, BUSINESS GROWTH, INNOVATION AND SKILLS

Auckland's current economic circumstances, namely overall positive growth masking significant spatial and socio-economic disparities, signals a need to reconsider how traditional economic development activities can be reshaped to deliver continuous growth, prosperity and inclusion.

From an economic development perspective ATEED needs to place increased emphasis on stimulating quality jobs, more businesses and more investment across Auckland, with a particular focus on enhancing the economic outcomes of South and West Auckland. Consequently, there are five programme areas that are the focus for ATEED's economic development activities. These programme areas are also informed by global good practice, analysis of what works and established practice on the role of economic development agencies.

PROGRAMMES	DESCRIPTION
Skills and workforce	<p>Nurturing a talented workforce with a strong skills base is identified internationally as key to developing a competitive and innovative economy. Auckland's strong economic growth and youthful population also presents opportunities for talent to meet the workforce needs of key enabling industries such as construction and hospitality. ATEED's role is to work with employers and the Government to better understand key skill challenges and workforce development needs, and to enable business to attract the right talent to fill them. We also partner with government and training providers to develop pathways for students into the city's high-value industries.</p> <p>Key activities over the next three years will include:</p> <ul style="list-style-type: none"> • Increasing youth employment through delivery of a youth employment and entrepreneurship plan focusing on south and west Auckland, Māori, Pasifika and low-income youth • Working with employers and Immigration New Zealand to attract high-skilled migrants to Auckland, including through delivery of the 'Smart Move' campaign • Supporting local upskilling and talent matching via Auckland Jobs and Skills Hubs in the CBD, south and west • Increasing knowledge on the future of work that supports workforce resilience and productivity, with a focus on the construction and engineering, tourism, technology, screen and creative sectors and tertiary engagement
Investment attraction and international partnerships	<p>Given Auckland's continued growth and recognised infrastructure deficit, significant investment is being made across the city in new and enhanced physical infrastructure. Ensuring that the associated opportunities to maximise economic outcomes aligned to this infrastructure investment are realised, through attracting high-value business and investment to the city will lead to enhanced long-term impacts at a local and regional level.</p> <p>Key activities over the next three years will include:</p> <ul style="list-style-type: none"> • Developing a shared <i>Auckland Investment Story</i> (action from s17A Review) and prospectus

- Continued focused on business and investment attraction activities in key Auckland sectors (tech, screen construction) working in partnership with government
- Leveraging America’s Cup (AC) 36, APEC 2021 and other key events (e.g. RWC2019) to maximise business and investment attraction opportunities
- Working with multinational corporations and investors to retain and expand their presence in Auckland
- Supporting the Auckland screen sector through film attraction and facilitation and embedding an appropriate operating model for Auckland Film Studios and Kumeu Film Studios
- Building sustainable connections with key cities in the Asia Pacific region working with the Auckland Council Global Partnerships and Strategy team, including leading and delivering the Tripartite Economic Alliance 2019

Local economic development

Local economies respond best to approaches that combine physical, social, economic and environmental interventions. Achieving this requires effective partnership, coordination and leadership. There is also a need to focus future activity and investment on enhancing economic outcomes for south and west Auckland. In these locations there are opportunities to work with anchor institutions and to support skills and jobs matching to create more high-value employment outcomes.

Key activities over the next three years will include:

- Working in partnership with Pānuku Development Auckland, Auckland Transport, Auckland Council (The Southern Initiative and The Western Initiative) and others (Tamaki Regeneration Company) to bring an economic development focus to place-based initiatives – includes undertaking studies and research for key areas, leveraging economic opportunities from housing and transport investment, and the Transform Manukau, Transform Onehunga and Unlock Henderson projects
- Developing and managing the Local Discretionary Initiative (LDI) work programme with Local Boards
- Delivering a pilot programme for business sustainability and feasibility of a ‘green hub’ in West Auckland
- Building knowledge and supporting skills and job-matching in growth sectors working with business, Business Improvement Districts and Business Associations
- Partnering with Local Boards, The Southern Initiative, Comet and relevant Business Improvement Districts to support and promote skills matching, training and small business start-ups

Innovation

Innovation is the most significant driver of productivity and ultimately prosperity and is a key feature of building a resilient economy. Businesses need to be connected to innovate and Auckland businesses need to increase their investment in research and development, and to ensure they are effectively adopting new digital technologies and making conscious efforts to prepare for current and future technological disruptions.

Auckland also needs to grow and attract a workforce that has greater skills in the fields of science, technology, engineering, arts and maths (STEAM) which are critical to the advanced industry sectors. In addition, there is an opportunity to support innovation across

the Council group by leveraging our role in Auckland's innovation ecosystem and investment in GridAKL to address Auckland's urban and economic challenges and support improvements to Council service delivery through disruption and technological adoption.

Key activities over the next three years will include:

- Ongoing delivery of the GridAKL Strategic Framework focused on place, community and services
- Review the governance model of GridAKL to support future sustainability, effectiveness, and the eventual transfer to private sector
- Building Auckland's innovation eco-system through partnerships with The Southern Initiative (including Te Haa O Manukau), Grow North, Callaghan Innovation, NZTE, tertiary institutions and others
- Delivering the GridAKL Hatchbox to support InnovationAKL projects and cross-Council initiatives and co-delivery of projects to address Auckland's urban and economic challenges
- Review of AR/VR Garage operations and outreach targeting Māori & Pasifika
- Building business technology capability to support growth and innovation, including through pop up incubator spaces
- Supporting key sector development, innovation and business productivity improvements, with a focus on industry 4.0², food and beverage, tech and entrepreneurship, green technology, sport and human performance, creative industries and screen
- Promoting low carbon and circular economy opportunities, including development of Auckland's green economy sector
- Partnering to drive social innovation for economic outcomes and skills development

Business growth

The small business sector is the bedrock of any economy and the growth of small businesses nationally has been concentrated in Auckland. While there is still a need to attract and retain larger employers to the city, helping local economies to grow requires an enhanced focus on existing small businesses, raising their capability, encouraging business networking, connecting them to talent and facilitating access to export markets. There is also a need to continue to support entrepreneurship and business start-ups in less prosperous places.

Key activities over the next three years will include:

- Local business growth and innovation support including delivery of the Regional Business Partner Network programme to facilitate connections to funding and experts in NZTE, Callaghan Innovation, NZ Business Mentors and the wider business support and innovation ecosystems
- Collaboration with strategic partners to scale and sustain business support and connectivity via a digital platform and forum

² Digitisation, automation and the intersection of the two through the internet of things are referred to as 'Industry 4.0' (MBIE, 2018)

- Working with government and partners to promote commercial growth and development of the Māori economy through key initiatives such as Dig My Idea and the Whāriki Business Network
- Supporting growth of creative industries, including the screen sector and development of Te Papa Manukau
- Supporting the growth of Māori and Pasifika businesses and entrepreneurs
- Supporting the growth of local tourism operators

FOCUS AREA 2: SUPPORT SUSTAINABLE GROWTH OF THE VISITOR ECONOMY

The benefits of an enhanced visitor economy extend beyond the direct economic impacts that increased visitor numbers bring. A city that is attractive and offers a high-quality experience 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.

Through our role as the guardian and driver of the Destination AKL 2025 strategy, ATEED will work closely with the accommodation sector governance mechanism and the broader Auckland visitor sector to deliver on the strategy’s vision for Auckland to be sustainable – economically, socially, culturally and environmentally, as a place to live and work and as a place to visit. Specifically, ATEED’s role in implementation of Destination AKL 2025 through our Tourism, Major Events, Business Events and International Education teams is as outlined below.

PROGRAMMES	DESCRIPTION
<p>Tourism</p>	<p>Aligned to the <i>Destination AKL 2025</i> strategy, ATEED’s Tourism team has two key areas of focus; leading and partnering in Destination Marketing and advocating or coordinating in Destination Management</p> <p><i>Destination Marketing</i></p> <p>ATEED has an ongoing role to lead in destination marketing activity. Industry operators do not have a mandate or a desire to perform a broader destination marketing role beyond where their business opportunities lie. However, the visitor industry has indicated a strong desire to work alongside ATEED to deliver a concise Auckland message, where a broad range of beneficiaries exist and where greater benefits can be generated from collaboration.</p> <p>Key activities over the next three years will include:</p> <ul style="list-style-type: none"> • Leading the development of Auckland stories, creating a narrative and a unified positioning, incorporating the stories and cultural heritage of iwi • Leading data-centric digital marketing campaigns targeting high-value holiday visitors with a focus on the shoulder and off peak • Leading the creation of world-class destination content for distribution on owned and third-party digital platforms • Maintaining a focus on domestic, Australia, China and U.S. markets • Partnering with TNZ, Auckland Airport and others to leverage marketing spend and reach. <p><i>Destination Management</i></p> <p>Destination management is complex as ATEED does not hold tourism-related assets or supporting infrastructure in which it can manage and direct visitor flows. It relies on</p>

government agencies and Council organisations to achieve the destination management outcomes which have been identified.

Key activities over the next three years will include:

- Working across the industry to advocate for higher standards of sustainable practice. ATEED is already a signatory to the Tourism Industry Aotearoa Sustainability Commitment focused on sustainable growth
- Working with Auckland Transport and Pānuku Development Auckland to advocate for more visitor-friendly wayfinding
- Working closely with Māori tourism operators and other key stakeholders to introduce a capability programme and lift awareness of Māori tourism as an important component of Auckland's unique destination proposition
- Coordinating activity across agencies and cluster groups to increase regional dispersal and spread economic and social benefits to the Auckland region as well as supporting new product investment.

Business events

Business events deliver a range of highly desirable benefits to the cities that host them, including tourism expenditure benefits, building business relationships through the exchange of knowledge and ideas and enhancing investment and talent flows. The Auckland Convention Bureau is a business unit within ATEED that undertakes sales and marketing activity to grow the value and volume of business events in Auckland and position Auckland as a premium business events destination. Business events also support growth across Auckland's key priority sectors and initiatives.

Key activities over the next three years will include:

- Developing Auckland's global business events messaging tailored to the business events community
- Partnering to attract business events to Auckland through research and tailoring marketing programmes into international and Australian corporate, association and incentive markets
- Creating platforms that provide members with opportunities to market their services in a collective manner
- Working across ATEED to leverage the broader benefits of business events across key focus sectors
- Advocating for the Auckland business events sector through ongoing growth of the Auckland Advocate Alliance programme and continuing to leverage the expertise of the Auckland International Business Events Advisory Group.

Major Events

Major Events are one of the core pillars of the visitor economy. Events not only attract visitors from beyond our borders, helping to grow the visitor economy, they also enhance and shape public perceptions of Auckland as an exciting and vibrant place to live and work as well as enhancing the quality of peoples' lives. Major Events also help us tell the story of our city and strengthen our brand. They raise awareness of Auckland as a potential destination through international media and digital coverage.

Driven by ATEED's Major Events Strategy, the team will continue to intervene on behalf of Auckland in the events landscape by:

- Strategic influencing: Meeting partners and facilitating connections at Auckland, national and international levels and ensuring approaches are aligned, co-ordinated and delivering what Auckland requires.
- Investment: Working with partners on event propositions and investing on behalf of Auckland Council to create additional benefits for the region and its people.
- Event production Taking a lead role in producing events which are owned by and important to the region.
- Facilitation: Supporting event partners and city agencies to make it easier to put on major events in Auckland, enabling the events to realise maximum additional benefits to the region while keeping it flowing and functioning.
- Activation, leverage and marketing: Identifying ways to create greater value around an event through targeted interventions to enhance the experience of attendees, provide opportunities for business, trade and foreign investment, and/or ensuring the events most effectively contribute to and communicate the Auckland narrative to desired targeted audiences.

International student attraction and retention

ATEED aims to grow the reputation of Auckland as an innovative international education hub through the delivery of interventions that attract international students and ensure international students in Auckland (and their visiting friends and relatives) can access high-value tourism services and experiences. In addition, ATEED connects students into high-value sectors that require skilled international graduate talent and build alumni networks.

Key activities over the next three years will include:

- Targeting high-value international students (and their families) who create value for Auckland and position Auckland as a premium study destination
- Working with partners to provide international students with meaningful life experiences that enable personal development and stronger employability prospects
- Enabling international graduate employability pathways into high-value Auckland jobs requiring global talent
- Growing NZ Inc networks with domestic and international graduates to keep Auckland top of mind with influencers and advocates.

ATEED Cross Cutting Themes

Cross Cutting Theme 1: Māori Economic Growth

ATEED is responsible for promoting and fostering economic development and opportunities for all Aucklanders, including the 19 recognised mana whenua (local tribal groups) and mātaawaka (the wider Māori community). We will take an obligations and opportunities approach to working with Māori, to meet our obligations under the Treaty of Waitangi, as well as leveraging the significant positive contribution Māori make to Auckland.

The Māori economy continues to show strong performance through enterprise and in particular SMEs as the engine room of the Māori economy in Auckland. Māori culture provides a distinctive and unique competitive advantage that can inform identity and lead to the creation of new opportunities, particularly in the creative sector and in tourism. We will work in partnership with Māori and champions of Māori business to deliver a range of initiatives that explore those growth opportunities and place Māori in a position to take advantage of them.

Commitment to Te Toa Takitini

ATEED is a sponsor of Auckland Council's Te Toa Takitini – Māori Wellbeing Strategy and leads the Whai Rawa (economic development) work stream. Te Toa Takitini is a Council-wide work programme, specifically designed to deliver 'transformational' outcomes for Māori. As a sponsor of the Te Toa Takitini programme, ATEED will work with the Council family to implement responses to the findings of the 2017 report commissioned by the Independent Māori Statutory Board (IMSB), 'Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes'. ATEED will also continue to work with Council to input into and implement the findings of the 2018 Treaty of Waitangi Audit.

ATEED Māori Economic Growth Strategy

ATEED is completing a refresh of our Māori Economic Growth Strategy which gives a high-level overview of how we intend to deliver on the Māori economic growth cross-cutting theme of our strategic framework. The Māori Economic Growth Strategy embeds outcomes across the key strategies in ATEED, such as [Destination AKL 2025](#) and our commitments as a sponsor of Te Toa Takitini.

The Māori Economic Growth Strategy is in draft. It is ATEED's strategy and not intended to be Auckland's strategy or replace the Māori Outcomes Framework in development through Te Toa Takitini. To date, the Māori Economic Growth Strategy has been informed by the IMSB business cases and Issues of Significance, Te Toa Takitini, and the refreshed Auckland Plan.

ATEED's draft Māori Economic Growth Strategy identifies three levels of activity on which ATEED will lead, deliver and partner as outlined below.

ACTIVITY TYPE	DESCRIPTION
Tier 1 Te Toa Takitini projects	In addition to the delivery and development of the Tāmaki Herenga Waka Festival, ATEED is proposing an enhanced programme of Tier 1, transformational Te Toa Takitini projects. These include a programme focussed on leveraging key 2021 activity (America's Cup, APEC21, Te Matatini) for enhanced Māori outcomes and the incorporation of Auckland's Māori identity into the development of our destination narrative.
Embedded ATEED programmes	In addition to Te Toa Takitini transformational projects, ATEED will continue to facilitate opportunities and deliver programmes that support Māori SMEs, entrepreneurs and rangatahi employment. This includes our work with Māori tourism operators, continuing to support and build the Whariki Māori Business Network, delivery of programmes such as Dig My Idea and a strong focus on Māori outcomes through the Auckland Jobs and Skills Hub programme.
Working with Partners	ATEED will continue to build and lead stronger collaborations across the range of agencies and organisations that deliver Māori economic development such as TPK, Ministry of Business

ACTIVITY TYPE	DESCRIPTION
	Innovation and Employment (MBIE) and non-government organisations that work in Māori communities.

Cross Cutting Theme 2: Enhanced Spatial Focus

While Auckland has a concentration of highly skilled and talented workers, the city also has many people with poor education outcomes and low incomes. There is clear evidence of regional disparity, with South and West Auckland lagging behind the rest of the region in terms of household prosperity. ATEED will work with Pānuku Development Auckland, TSI and other area-based initiatives to ensure a stronger spatial focus for economic development activities.

Cross Cutting Theme 3: Sustainable Development

Sustainable development is about ensuring that the decisions we make today do not hinder the future generation’s ability to benefit. For ATEED, this means there is a need to focus on economic growth that can be sustained in the long-term and benefits both current and future generations.

Sustainable development and economic growth should not be seen as trade-offs and there are clear opportunities for an approach to sustainable development that can unlock new forms of value that support inclusive growth, technological adoption and the growth of the circular economy. Aligned to this, ATEED will work with Council in the development of the Auckland Climate Action Plan to contribute to an integrated approach to climate change.

Further, ATEED has joined the NZ Tourism Sustainability Commitment, and will work with other Council organisations and agencies to develop a set of sustainability measures and a framework for measuring and reporting these within the first year.

Other initiatives will include raising the awareness of the benefits of operating in an environmentally sustainable way through private sector operators, supporting operators who lead in this space, and providing preferential profile to organisations that embrace sustainability throughout their business.

Performance Outlook

Key Performance Indicators

A key feature of the measurement framework below is the use of aggregated contributory measures that express outcomes from across the business in 'common currencies' (e.g. \$, jobs). Previous KPI frameworks have focussed at this contributory measure level. While results will still be available at this level, our focus is now on measuring our performance based on the more holistic outcomes we are aiming to achieve in alignment with our purpose.

These KPIs will be reported on quarterly in accordance with the CCO Accountability Policy.

KEY PERFORMANCE INDICATOR	2017/18	2018/19	2019/20	2020/21	2021/22
	ACTUAL	FORECAST	TARGETS		
KPI 1: Contribution to regional GDP from ATEED interventions. ^{1,2}	NA	tbc	Grow	Grow	Grow
<i>Contributory measure: Contribution to regional GDP from major and business events attracted or supported (LTP measure)</i>	NA	\$49m	\$52.5m	\$66.5m	tbc
KPI 2: Number of businesses that have been through an ATEED programme or benefited from an ATEED intervention (LTP measure). ^{1,2}	3,537	3,000	3,000	3,000	3,000
<i>Contributory measure: Number of Māori businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)</i>	188	120	120	120	120
KPI 3: Number of new jobs created, safeguarded or retained in Auckland as a result of an ATEED intervention. ^{1,2}	NA	tbc	Grow	Grow	Grow
KPI 4: Number of visitor nights resulting from an ATEED intervention. (LTP measure) ^{2,4,5}	NA	340,000	370,000	435,000	tbc
KPI 5: Customer satisfaction of customers, partners and stakeholders who have interacted with ATEED	NA	tbc	Maintain or grow	Maintain or grow	Maintain or grow

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

Developing our Indicator Framework

ATEED will continue to refine its indicator framework to ensure our KPIs reflect the impact of the work we do and inform all key stakeholders of the effectiveness of our activities. However, ATEED acknowledges that due to the nature of much

of the work that we undertake, not all impacts can be easily measured via a quantitative indicator framework. The table below outlines in more detail the coverage of each of our KPIs. ATEED will work with Auckland Council to test and share the development of our indicator framework.

KEY PERFORMANCE INDICATOR

<p>KPI 1: Contribution to regional GDP from ATEED interventions.</p>	<p>ATEED is in the process of developing a consistent approach to the measurement of GDP impact including a transparent approach to the issues of attribution and additionality. It is currently proposed that this approach will be applied to the following ATEED interventions:</p> <ul style="list-style-type: none"> • Events; including major events portfolio, business events attraction and Tripartite • Investment Attraction; including screen attraction and business and investment attraction • Facilities; including Grid AKL, AR/VR Garage, Foodbowl, Auckland and Kumeu Film Studios.
<p>KPI 2: Number of businesses that have been through an ATEED programme or benefited from an ATEED intervention (LTP measure).</p>	<p>Reporting on the number of businesses that have been through an ATEED programme or benefitted from an ATEED intervention provides an indicator of the reach of ATEED activity. When disaggregated by intervention type, location and business sector, and in combination with customer perceptions of ATEED interventions (KPI 5: Voice of the Customer), a deeper understanding of the reach and quality of ATEED's activity can be derived. .</p>
<p>KPI 3: Number of new jobs created, safeguarded or retained in Auckland as a result of an ATEED intervention.</p>	<p>ATEED interventions can result in new jobs in a number of ways. These include the attraction of new businesses and new investment that creates jobs, interventions that retain jobs in Auckland, and supporting the generation of new economic activity (through major events for example) that generate new employment. ATEED is in the process of developing a consistent approach to the measurement of jobs including a transparent approach to the issues of attribution and additionality.</p>
<p>KPI 4: Number of visitor nights resulting from an ATEED intervention. (LTP measure)</p>	<p>ATEED primarily generates visitor nights through major and business event activity. Advancements in digital technology also present the opportunity to capture the impact of digital marketing activity on visitation. ATEED will continue to explore the potential to capture the impact of a broader range of its activities on visitor nights in the city.</p>
<p>KPI 5: Customer satisfaction of customers, partners and stakeholders who have interacted with ATEED.</p>	<p>Measurement of customer satisfaction is important not only to gauge the quality of interactions with customers but also to develop and refine activities and interventions to meet customer needs. ATEED has developed a Voice of the Customer (VoC) programme that measures interactions at three levels; long term relationships, medium term, purpose driven interactions and short term, event-based interactions. In addition to measuring satisfaction with interactions, the VoC programme also measures ATEED's effectiveness in assisting customers to meet their business objectives. This will further help to refine the design of programmes and interactions.</p>

Monitoring Indicators

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

Alignment with the Auckland Plan

The Auckland Plan is Auckland Council's roadmap to deliver on Auckland's vision of a world class city where talent wants to live. The Auckland Plan is a 30-year plan that is underpinned by a set of outcomes to achieve this vision. ATEED plays a critical part in delivering on outcomes, actions and targets in the Auckland Plan as outlined in the table below.

AUCKLAND PLAN OUTCOMES	DEGREE OF CONTRIBUTION	HOW ATEED CONTRIBUTES
 <p>Belonging & participation</p>	Primary	<ul style="list-style-type: none"> Working with key local employers and institutions in less prosperous places, to facilitate local recruitment, workforce development training and progression Ensuring that events support the creation of a shared sense of belonging for Aucklanders and recognise, value and celebrate Auckland's diversity Promoting Auckland to Aucklanders as a place to meet, connect and enjoy participation in the community.
 <p>Māori identity & wellbeing</p>	Primary	<ul style="list-style-type: none"> Strengthening employment outcomes by connecting rangatahi to employment and training and entrepreneurship opportunities Showcasing Māori culture to the world including exploration of Māori cultural expression as the unique competitive advantage that Auckland has in the international tourism landscape Supporting Māori enterprise and economic wellbeing through the Māori economic growth programme.
 <p>Homes & places</p>	Secondary	<ul style="list-style-type: none"> Partnering with Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place based and transport initiatives delivered across the Council group.
 <p>Transport and access</p>	Secondary	<ul style="list-style-type: none"> Partnering with Panuku Development Auckland, Auckland Transport and Auckland Council to integrate economic outcomes into place based and transport initiatives delivered across the Council group.
 <p>Environment and cultural heritage</p>	Secondary	<ul style="list-style-type: none"> Focus on economic growth that can be sustained in the long term and benefits both current and future generations including support of inclusive growth, technological adoption and the growth of the circular economy Raising awareness of the benefits of operating in an environmentally sustainable way through supporting operators who lead in this space and providing preferential profile to organisations that embrace sustainability throughout their business.
 <p>Opportunity & prosperity</p>	Primary	<ul style="list-style-type: none"> Building a pipeline of opportunities that create higher value employment across Auckland Enhancing Auckland's innovation ecosystem and delivering new responses to the city's urban and economic challenges Growing more dynamic, connected and export focused businesses across Auckland.

Alignment with Development Strategy

Concurrently, and through partnership with the broader council family, ATEED will align relevant activities with areas of focus identified through the Auckland Plan Development Strategy – in particular in the south and west of Auckland.

Summary of Financial Information

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for ATEED. Financial data is based on the Board approved forecast for financial year 2018-2019, Board approved Annual Plan for 2019-20 and the LTP 2018-28 for financial years 2020-22.

Financial Position:

Financial year ending 30 June	2018-2019	2019-2020	2020-2021	2021-2022
Revenue				
Fees and user charges	0.7	0.6	0.5	0.5
Subsidies and grants (opex)	2.9	3.7	1.5	1.5
Other direct revenue	16.7	16.3	17.3	17.7
TOTAL REVENUE	20.3	20.6	19.3	19.7
Expenditure				
Employee benefits	23.1	24.9	23.2	23.7
Grants, contributions and sponsorship	10.3	9.2	11.2	11.4
Other operating expenses	38.6	38.4	35.8	36.5
TOTAL EXPENDITURE	72.0	72.5	70.2	71.6
NET DIRECT EXPENDITURE / (INCOME)	51.7	51.9	50.9	51.9
Funding from Auckland Council	(49.8)	(49.9)	(50.9)	(51.9)
Local Board funding	(1.1)	-	-	-
AC36 and APEC Funding (timing to be confirmed)	(0.8)	(2.0)	-	-
Depreciation and amortisation	3.2	3.1	2.9	3.0
NET EXPENDITURE / (INCOME)	3.2	3.1	2.9	3.0

*Note AC36 & APEC funding requirements are not shown in the 2020-21 and 2021-22 LTP numbers

Specific Expenditure towards Māori Outcomes:

Initiatives (\$m)	2018-2019	2019-2020	2020-2021	2021-2022
Tāmaki Herenga Waka Festival	-	0.5	0.5	0.5
Maori Economic Development	0.6	0.5	0.7	0.7
Total	0.6	1.0	1.2	1.2

*Note that expenditure towards Māori outcomes does not include staff costs and corporate overhead costs.

** Following consultation with the Mana Whenua Kaitiaki Forum, it was agreed to defer the Tāmaki Herenga Waka Festival from January 2019.

Capital Expenditure

CAPITAL EXPENDITURE	2018-2019	2019-2020	2020-2021	2021-2022
TOTAL CAPITAL EXPENDITURE	3.8	0.2	0.2	0.2
Sources of capital expenditure				
Capital funding from Auckland Council	3.8	0.2	0.2	0.2
Subsidies and grants - capex	-	-	-	-
TOTAL CAPITAL FUNDING	3.8	0.2	0.2	0.2
CAPITAL FUNDING SURPLUS/DEFICIT	0.0	0.0	0.0	0.0

Targeted Rate on Commercial Accommodation Providers

The Council Governing Body has adopted a targeted rate on commercial accommodation providers to fund a proportion of the visitor attraction and major events expenditure of ATEED. The amount of the targeted rate was set at 50 percent of ATEED's budgeted expenditure on visitor attraction and major events (including associated staff and operational support costs).

ATEED's expected funding activity on visitor attraction and major events expenditure is estimated to be \$28.6m in 2019/20.

Other Financial Information

Current value of assets	The value of ATEED's assets as at 30 June 2018 was \$\$18.1million, based on the total operational assets value of the ATEED group as disclosed in the audited financial statements.	
Accounting Policies	ATEED accounting policies are consistent with those of the Auckland Council group policies.	
Financial Reporting	ATEED financial reporting to Council will be in accordance with requirements of the CCO Governance Manual.	
Asset sales (\$ million)	2017/18 Actual	Nil
	2018/19 LTP	Nil
	2019/20 LTP	Nil
	2020/21 LTP	Nil
	2021/22 LTP	Nil

Approach to Governance

Working in Partnership with the Council Group

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual which sits alongside this SOI and also forms part of the annual binding agreement between Council and ATEED. ATEED will adhere to the common expectations for CCOs contribution to the council's objectives and priorities, outlined in the CCO Accountability Policy as they relate to:

- 1) Building public trust and confidence in the council group
- 2) Providing value for money
- 3) Building a group approach to achieve outcomes for Aucklanders
- 4) Improving outcomes for Māori
- 5) Health and Safety
- 6) Managing risk appropriately
- 7) Understanding and giving effect to Auckland's shared governance
- 8) Climate change and reducing carbon emissions.

Within this, ATEED will commit to pursuing shared back-office delivery where appropriate and aligning ICT investments to optimise value and efficiency and avoid duplication.

Further, ATEED will continue to work with local boards to progress local board economic development initiatives and to proactively build and maintain relationships.

Governance of the Accommodation Providers Targeted Rate

In June 2018, ATEED adopted new governance arrangements for its Destination focussed work programme, which is 50 percent funded (via Council) by the Accommodation Providers Targeted Rate (APTR). Through these arrangements:

- Auckland Council will appoint a director with accommodation sector expertise to fill a future ATEED Board vacancy
- ATEED has established a subcommittee of the ATEED Board (The Destination Committee) to make recommendations on visitor attraction and major events activities. The Destination Committee includes three representatives of accommodation provider targeted ratepayers and three representatives of the ATEED Board. The Destination Committee operates in accordance with its own Terms of Reference.

New Zealand Food Innovation Auckland Ltd - trading as The FoodBowl (Te Ipu Kai)

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

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

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

Public Meetings

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

PURPOSE	DATE	FORM OF PUBLIC NOTIFICATION
Consider prior year performance against SOI targets	August 2019	Public notice, New Zealand Herald
Consider shareholder comments on draft SOI	June 2020	Public notice, New Zealand Herald

Health Safety and Wellbeing

Health, safety and wellbeing will be owned by us all and integrated into everything we do. We will put the health, safety and welfare of our people, our visitors and the people of Auckland first, making this a great place to work, visit and live.

“We look after our safety and wellbeing” (Ka tiaki tātou kia āhuru, kia ora tonu tatou).

ATEED will align its health and safety system with that of Auckland Council enabling our health and safety advisors to more fully support managers and staff, empowering our people with the right training, information, knowledge and experience to exceed our health and safety requirements driving both safety leadership and continuous improvement.

ATEED’s safety culture will continue to mature, moving away from an organisational compliance driver towards focussing on health safety and wellbeing for their intrinsic value - “it’s what we do around here”.