



Statement of Intent for Auckland Tourism Events and Economic Development

2015-2018



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 kawe 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.

Foreword

This Statement of Intent (SOI) sets out ATEED's strategic framework, activities and performance measures for the next three years in order to deliver on our role, and contribute to Auckland Council's targets and priorities. The content of this SOI for 2015-18 reflects the continued evolution of ATEED's role and focus from an approach weighted towards visitor and major events initiatives to one which provides an increasingly balanced and fully leveraged portfolio of innovation and entrepreneurship, business and investment attraction, education and talent, skills, visitor and branding activities.

ATEED will continue to work as a key partner in Council's spatial initiatives - the Central City and The Southern Initiative - and in delivering against the transformational shifts in the Auckland Plan with a particular focus on:

- dramatically accelerate the prospects of Auckland's children and young people
- substantially raise living standards for all Aucklanders and focus on those most in need
- significantly lift Maori social and economic well-being

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

Through the LTP process and through his Letter of Expectation, the Mayor has clearly articulated an expectation that ATEED will fully utilise current resources to incorporate new proposals for economic and skills development including our role in youth employment. We will also continue to promote Auckland's Maori identity as a point of difference in the world including ensuring delivery of a Maori Signature Festival for Auckland.

During 2015/16, we will undertake a range of diverse and dynamic projects in the collaborative spirit of kotahitanga with our broad range of partners including Auckland Council's governing body and local boards, other Council Controlled Organisations (CCOs), central government, iwi, industry organisations, education and training providers, private businesses and not for profit groups. Our focus will continue to be on fully leveraging our relationships with these partners to ensure maximum value for money from our activities for all Aucklanders.

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



David McConnell
Chair



Brett O'Riley
Chief Executive

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1. Purpose of Statement of Intent

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

2. About ATEED

ATEED's role is to support the Council's vision of creating the world's most liveable city and deliver great value for money by supporting the growth of a vibrant and competitive economy, with a particular focus on **facilitating new smart money¹ and high value jobs for Auckland**. The extent to which new opportunities deliver new smart money into Auckland and also increase the level of high value jobs within Auckland are two key pre-requisites upon which we prioritise and allocate our resources. This is our intervention logic for the investment of ratepayer funds.

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

- Developing the Auckland visitor economy into a 12 month sustainable industry, including world class attractions and a focus on working with Auckland iwi to highlight the brand attributes of Tamaki Makaurau and Tamaki Herenga Waka in a contemporary context, removing the current impacts of seasonality;
- Attracting new businesses, investment and talent into our key sectors of focus to improve Auckland's growth and competitiveness internationally;
- The Southern Initiative developing as a leading regional development and urban regeneration programme driving investment, employment and income growth and in particular delivering on Maori economic development outcomes;
- Auckland's education sector operating as a leader in future focused digital learning to build a world class skilled workforce, reducing youth unemployment and creating world leading educational IP;
- The continuing expansion of Auckland as a world leading sports and events city and in particular providing economic and social development opportunities for Maori and Pacific Island communities;
- Auckland as an Innovation Hub of the Asia-Pacific rim offering a world leading eco-system for the establishment of innovation based entrepreneurs, attracting talent from across the region, 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.

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

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

¹ ATEED defines 'smart money' as productive foreign direct investment.

ATEED Operating Principles

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

Being customer-centric

ATEED acknowledges that the experience for the customer should be seamlessly integrated between the 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, Immigration New Zealand, Te Puni Kokiri, Ministry of Pacific Island Affairs, Treasury, Film New Zealand, NZ Film Commission, Ministry of Culture and Heritage, Ministry of Social Development and Education New Zealand.

Delivering Value for Money

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

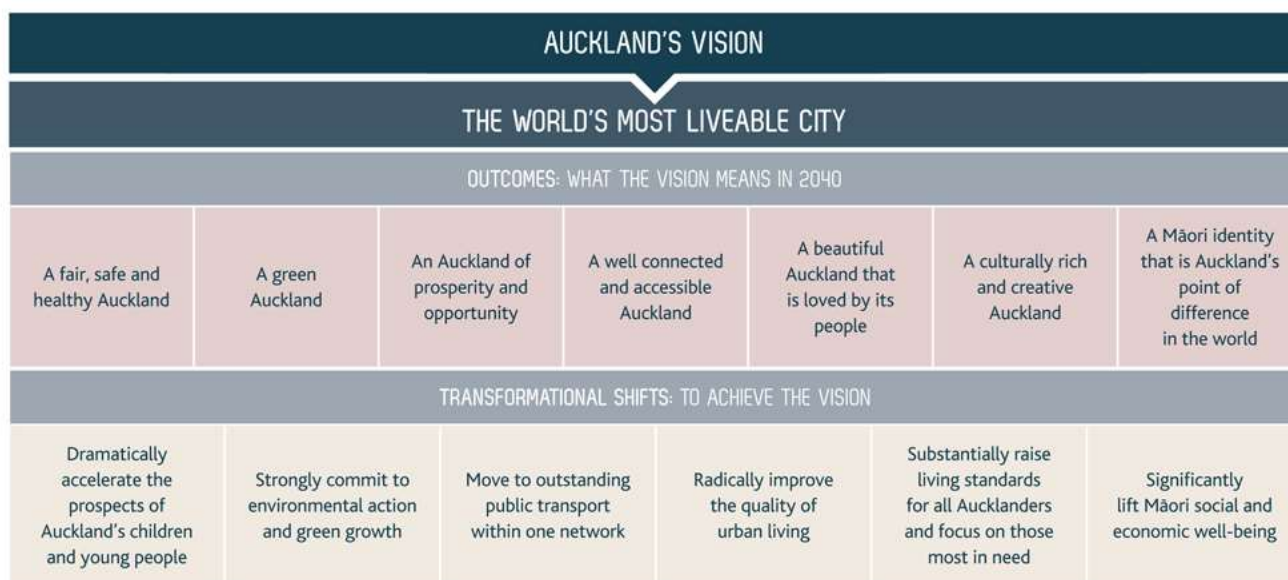
Many Minds – One Team

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

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

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

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



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

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

Auckland Plan	Degree of contribution	How ATEED contributes
Raised living standards	Primary	ATEED's focus on facilitating new smart money and high value jobs for Auckland through delivering on its six strategic priorities (innovation, investment, education, skills, visitors, brand) will lead to a transformational uplift in income for all Aucklanders and help to improve socio-economic inequalities.
Maori social and economic wellbeing	Primary	Through our lead role in the Whai Rawa workstream of the Te Toa Takitini programme and through projects and programmes like Sports City, the Maori Economic Growth Forum, the Major Events Strategy, the Maori Signature Festival, Maori tourism development and iwi investment facilitation, ATEED will take every opportunity to incorporate Maori responsiveness – contributing to Maori wellbeing, and post-Treaty settlement opportunities – into its activity.

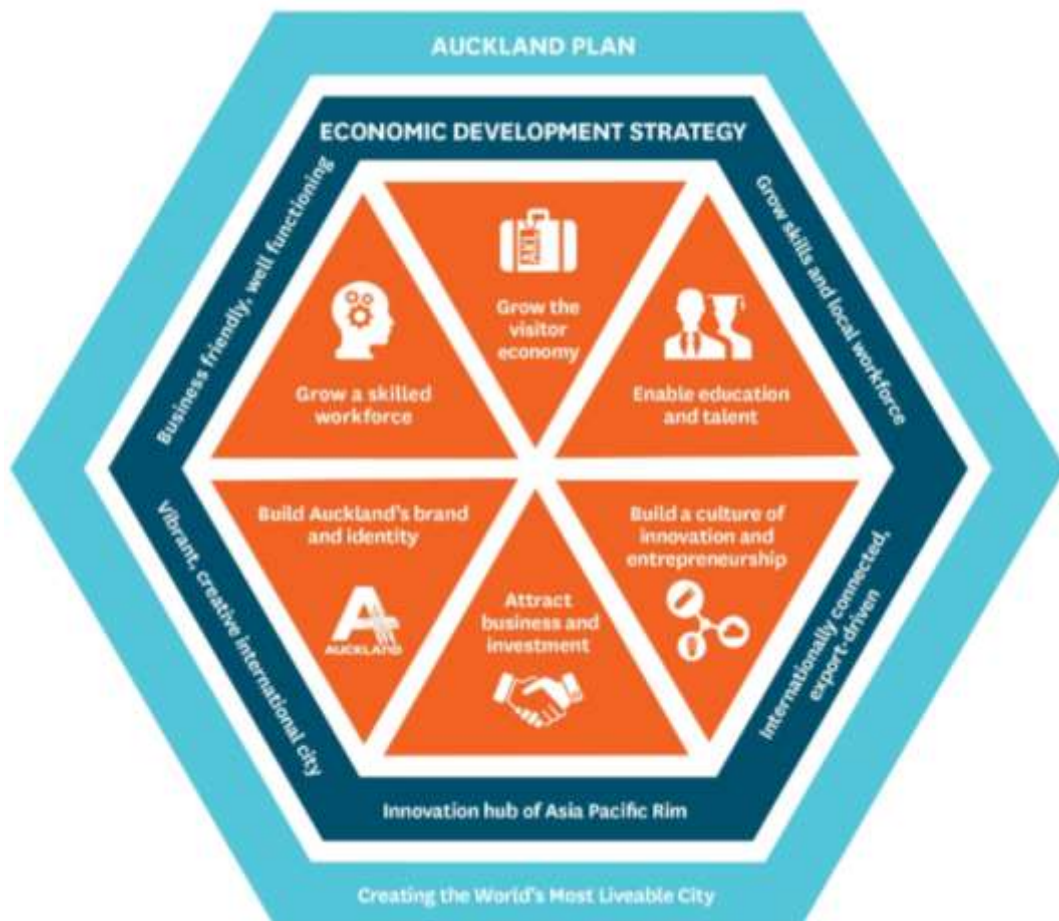
4. ATEED's Strategic Objectives

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

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

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

Figure 3: ATEED's Strategic Framework



5. Three Year Workplan to Deliver on Strategic Direction

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

Key projects and programmes	Description
Building a Culture of Innovation and Entrepreneurship <i>Working with industry and tertiary institutions, ATEED will promote a culture of innovation and entrepreneurship across the city and establish 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.</i>	
GridAKL	Develop GridAKL as a showcase of innovation, including the nurturing of high-growth start-ups and a programme of events and activation. Focus on the development of the Lysaght Building, new buildings, and the hub business proposition. GridAKL is critical in showcasing Auckland as an Innovation Hub of the Asia-Pacific rim. GridAKL will also develop a Maori Media Lab to foster innovation in Auckland's youth, and innovation hubs at tertiary institutions and metro hubs e.g. Takapuna.
The Foodbowl	Support New Zealand Food Innovation Auckland (the Foodbowl – Te Ipu Kai) to achieve its vision for a motivated and internationally recognised industry. Leverage the Foodbowl through an integrated programme of interventions in the food and beverage sector, including for Maori food and beverage businesses.
Support Research & Development (R&D)	Support investment in R&D including through delivery of the Regional Business Partner programme via ATEED hubs (north, south, west, central) and through interventions that link businesses with research providers to develop more innovation based entrepreneurs and enterprise, with a particular focus on developing innovative Maori businesses.
Support Auckland's Innovation Culture	Increase the visibility of innovation led entrepreneurship and support the development of the broad ICT and technology sector to encourage the increased use of technology in developing business solutions and generating new high value jobs.
Sector Development	Facilitate collaboration, innovation based entrepreneurship and enterprise development across Auckland's key sectors of specialisation with a particular focus on ICT (including health tech), screen and digital, creative, food and beverage processing, marine, equine, bio-sciences, high performing sport, tourism and international education.
Regional Showcasing	Showcase Auckland business success through the aucklandnz.com website, offshore promotional activities in partnership with central government agencies, tertiary institutes and the private sector, sponsorship of business events and showcases, the Young Enterprise Awards, delivery of the Regional Business Awards Programme in partnership with the Auckland Chamber of Commerce to celebrate enterprise excellence and through external communication channels.
Local Business Events/ Networking	Deliver initiatives and local business events through ATEED hubs and venues that foster connectivity and collaboration both within and across sectors.

Key projects and programmes	Description
<p>Attracting Business and Investment</p> <p><i>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. The proactive attraction of business and investment opportunities into sectors of focus for Auckland, turning these opportunities into positive outcomes, and the implementation of post-investment aftercare service will ensure we retain this investment and associated jobs and skills and actively encourage further investment.</i></p>	
Business Attraction	Identify and facilitate business attraction opportunities in Auckland's key sectors linked to geographic priority areas (including the Southern Initiative).
Investment Promotion and Attraction	Promote Auckland as an international business and investment destination. Continue to implement our lead generation programme to attract productive FDI into key projects, initiatives and sectors of specialisation.
Investment Friendly	Understand barriers to business attraction and investment and work to ensure Auckland is an investment friendly destination that delivers appropriate investment opportunities and compelling reasons for businesses to establish in Auckland.
Post Investment Support	Deliver post investment support services through the Aroha Auckland programme to companies and individuals to ensure the retention of existing multi-national businesses and investors and identify opportunities for further expansion.
Partner & Channel Development	Develop strategic partnerships with central government and the private sector to maximise business and investment opportunities and ensure that services are effectively leveraged and coordinated.
Visitor Economy Investment	Actively support investment into the Auckland visitor economy including into the accommodation sector, new hotel infrastructure and major new attractions for Auckland.
Screen and Digital	Attract international screen and digital production and project activity to Auckland, develop local productions and sector capability and facilitate the permitting of screen activity (through Screen Auckland) to ensure a thriving Auckland screen sector.
Event Leverage	Leverage major and business event activity to ensure business growth, business attraction and investment opportunities are fully utilised (e.g. motorsport investment) and increase the amenity and liveability of the city.
Auckland Investment Office	Support the development of the Auckland Investment Office (AIO) function for Auckland Council to lead an integrated approach to major investment attraction for Auckland's key transformation projects.
<p>Enabling Education and Talent</p> <p><i>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, reduce youth unemployment and attract the right international talent to the economy. Through a strong focus on education at all levels we will develop a workforce tailored to the needs of our high-growth innovative sectors, increase median incomes and grow the export potential of our education sector.</i></p>	
Export Education	Develop a proposition and promote Auckland as an international education destination. Support sectoral leadership with particular emphasis on supplementing domestic talent capacity to resource key economic growth sectors (through Study Auckland).
Talent Attraction and Retention	Work in partnership with Immigration New Zealand to support the attraction of migrant and expat talent into skills gaps in Auckland for key sectors through a range of channels including employment expos, locally and offshore.
Employment Pathways	Work with Education New Zealand to retain international students and develop pathways into employment in alignment with our key economic growth sectors.

Key projects and programmes	Description
Education as an Export Sector	Work with education providers to maximise opportunities to export education products (e.g. software, certifications) in areas of expertise into target markets.
<p>Growing a Skilled Workforce</p> <p><i>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</i></p>	
Youth Employment	Support youth employment by delivering the Employers Pledge Programme and Jobfests in partnership with Youth Connections. As part of the Mayor's Youth Employment Traction Plan, continue to host the Traction Hub working with employers to improve youth employment and recruitment strategies.
Youth Entrepreneurship	Support youth entrepreneurship including delivery and expansion of the Young Enterprise Scheme across Auckland to develop business and entrepreneurial skills among young Aucklanders and IDEAstarter, a youth entrepreneurial challenge for 15-24 year olds.
Business Capability	Support the building of business capability including delivery of the Regional Business Partner programme through ATEED hubs (north, south, west, central) to support investment in business capability for Auckland SMEs and connecting businesses with Auckland's wider business support network.
Skill Shortages	Work with government and tertiary education providers to identify and support training in areas of emerging shortages such as information and communications technology (ICT) and the science, technology, engineering and mathematics (STEM) skills needed for innovation and economic growth. With COMET, deliver the Science in Society pilot in South Auckland.
<p>Growing the Visitor Economy</p> <p><i>The benefits of an enhanced visitor economy extend beyond the direct economic impacts that increased visitor numbers bring. A city that is attractive to visitors also attracts residents, students, migrants and investment, in turn providing jobs and an improved standard of living. In this way, the visitor economy underwrites much of the amenity of Auckland that benefits visitors and residents alike.</i></p>	
International Destination Marketing	Undertake international trade and consumer marketing and media activity in Australia, China, Japan and the USA in partnership with Tourism NZ, AIAL, Flight Centre, and other partners.
Domestic Marketing	Continue marketing Auckland domestically including through new and existing events and through the "AKL The Show Never Stops" campaign.
Trade Marketing	Focus on increasing yield from key markets through the high value "AKL GEM" visitor programme (e.g. Golf, Equine, Marine including super yachts) and trade partnerships with TNZ, AIAL, Virtuoso, AMEX, China Southern and others.
Visitor Product Development	Working with partners to identify and address product gaps, including the Rangitoto-Motutapu Haerenga, new developments like Skypath, Wero water park, Waka on the Waitemata, new ferry services, cycling and walking trails, and a waterfront Maori cultural attraction. 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.
Business Events	Grow the value and volume of business events in Auckland and focus on using business events to address seasonality in the visitor economy and support growth and investment into key Auckland sectors (through the Auckland Convention Bureau) in line with the Auckland business Events Plan. Continue to promote the importance of an International Convention Centre with the capacity to attract major business events.
Major Event Attraction and Development	Work in partnership to attract, create, develop and facilitate, a portfolio of economic anchor and Tier A major events. Over the period of this SOI, these events will include: ITM Auckland

Key projects and programmes	Description
	(V8 Supercars), Dick Smith NRL Nines, The Ultimate Waterman and Volvo Ocean Race Auckland Stopover 2018
Major Event sponsorship and leverage	Deliver and leverage the annual major events portfolio, including the baseline sponsorship programme.
Major event delivery and operational support	Ensure the successful delivery of the annual Maori Signature Festival, Auckland Lantern Festival, Auckland Pasifika Festival and the Auckland Diwali Festival of Lights. Offer city operations expertise and support of major events.
World Masters Games 2017	Through WMG2017 Ltd, deliver an operationally successful event that meets or exceeds KPIs while maintaining at least a balanced budget and in accordance with contractual obligations to the International Masters Games Association (IMGA) and the Ministry of Business Innovation and Employment (MBIE)
Visitor Information	Continue to improve the provision of visitor information services particularly through digital channels and i-SITES
<p>Building Auckland's brand and identity</p> <p><i>Every great city has a great brand and positioning. A brand is a complete value proposition that sets a city's identity apart. A clearly articulated brand position for a city is important for attracting tourists, students, migrants, researchers, innovators, entrepreneurs, investors and events and the associated benefits they bring</i></p>	
Global Auckland	Lead the development of a global brand proposition for Auckland
Auckland identity	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. Benchmark and validate brand awareness and traction.
www.aucklandnz.com	Maintain www.aucklandnz.com and associated social media as key channels to promote the Auckland identity and brand story including ongoing investment in search engine marketing and optimisation to ensure traffic continues to grow in key markets
Tri-partite Alliance	Manage the economic growth activity and programme associated with this alliance to promote the Auckland brand in these key markets.
Global events	Seek business and major event opportunities to promote the Auckland brand globally.

Māori responsiveness projects and activities

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

Through our lead role in the Whai Rawa workstream of the Te Toa Takitini² – Maori Responsive High Performance Council programme ATEED has a strong vision about the role we can play to advance the business and economic well-being of mana whenua and mataawaka in the region. This includes identifying appropriate investment partners, sector partners and growth initiatives.

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

Key projects and initiatives	Description	Contribution to Māori wellbeing/ opportunities
Maori Signature Festival	Work with key partners (including iwi and Auckland Council) to develop and ensure delivery of a Maori Signature Festival for Auckland.	Celebrates and showcases Maori culture and provides a vehicle to leverage Maori business and investment opportunities.
Maori Economic Growth Forum	Deliver a Maori Economic Growth Forum and support the implementation of resulting action plan(s).	Provides networking opportunities, advice and channels to support the ongoing growth of Maori business.
Maori Tourism Development programme	Advocate for greater Maori presence in Auckland's attractions, public spaces and visitor services, and support new and existing Maori tourism businesses (e.g. Rangitoto-Motutapu Haerenga).	Support for Maori tourism businesses from market intelligence and start-up advice through to assistance in connecting with export opportunities.
Iwi Investment Support	Work with Auckland iwi to identify opportunities to invest and/or co-invest in initiatives that have positive outcomes for Maori.	Maximise Maori business and investment opportunities.
Maori Media Lab	Through GridAKL, I investigate the development of a Maori Media Lab to foster innovation in Auckland's youth.	Develop skills among young Maori in Auckland's growing ICT sector.
Maori Cultural Showcasing	Take all opportunities to showcase Maori culture through key initiatives including major sporting and business events (e.g. NRL9s).	Celebrates and showcases Maori culture.
Maori Cultural Centre	Work with partners to facilitate the development of a significant Maori cultural Centre in Auckland.	The Centre will celebrate and showcase Maori culture to the world and provide employment and economic development opportunities.

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

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

6. Performance Outlook

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

Service Level Statement	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16	2016/17	2017/18
Building a Culture of Innovation and Entrepreneurship						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Number of businesses taking up tenancy at GridAKL (Wynyard Innovation Precinct) (cumulative) and percentage 'innovation-led' ³	9	20	25 (70%)	25 (70%)	55 (70%)
	Total value of Callaghan Innovation R&D grants through the Regional Business Partner Programme ⁴	\$4.66m	\$4m	\$4m	\$4m	\$4m
	Percentage of stakeholders satisfied with provision of business advice start-up and training programmes (LTP measure)	94%	85%	85%	85%	85%
	Number of actively managed business through Regional Business Partner Programme ⁵ .	842	360	360	360	360
	Number of businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)	New measure	1,500	1,500	1,500	1,500
	Number of Maori businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)	New measure	75	100	100	100
Attracting Business and Investment						
Deliver information, advice, programmes and	Facilitation of the establishment or significant expansion of multinational and local companies in target sectors (LTP measure)	5	5	5	5	5

³ Innovation-led is defined as businesses developing new or improved technologies or services

⁴ ATEED's contract to deliver the Regional Business Partner programme currently ends on 30 December 2015. Our ability to achieve these targets will depend on our continued delivery of this programme beyond this date

⁵ ATEED's contract to deliver the Regional Business Partner programme currently ends on 30 December 2015. Our ability to achieve these targets will depend on our continued delivery of this programme beyond this date.

Service Level Statement	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16	2016/17	2017/18
initiatives to attract and develop investment, businesses and a skilled workforce	Number of intensively account managed customers in ATEED Aftercare programme	100	105	80	85	85
	Total GDP contribution of deals effected with ATEED involvement	\$49m	+5%	+5%	+5%	+5%
	Value of investment deals effected by ATEED within the financial year	\$266m	\$252m	\$265m	\$278m	\$292m
Growing a Skilled Workforce						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Number of 'live' signatories to the Youth Employment Traction Hub Employers Pledge (LTP measure)	n/a	50	50	50	50
Enabling Education and Talent						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Growth in value of international student spend to Auckland	\$1.458b (2012)	\$1.454b	\$1.564b	\$1.888b	tbc
Growing the Visitor Economy						
Promote and develop Auckland as a national and international visitor and business destination, including through the attraction, facilitation, funding and delivery of major events	Spend by visitors in Auckland	\$5,001	\$5,194m	\$5,412m	\$5,655m	\$5,922
	Number of international business event bids submitted (and win/loss ratio).	22	28 (60%)	35 (60%)	40 (60%)	40 (60%)
	Percentage of customers satisfied with visitor information centres and services (LTP measure)	92%	90%	85%	85%	85%
	Contribution to regional GDP from major events invested in (LTP measure)	\$43.6m	\$47m	\$49m	\$86m ⁶	\$49m
	Percentage of Aucklanders who agree events make Auckland a					

⁶ Target includes the impact of World Masters Games 2017

Service Level Statement	Measure	2013/14 Actual	2014/15 Annual Plan	2015/16	2016/17	2017/18
	great place to live (engender pride and sense of place)	79%	80%	80%	80%	80%
	Visitor nights generated by major events invested in ⁷	298,000	150,000	170,000	tbc	tbc
	Estimated number of attendees at major events invested in	1.47m	1.52m	1.57m	1.93 ⁸ m	tbc
	Percentage of customers satisfied with delivered major events (LTP measure)	90%	85%	85%	85%	85%
Building Auckland's Brand and Identity						
Promote and develop Auckland as a national and international visitor and business destination, including through the attraction, facilitation, funding and delivery of major events	Total visits to www.aucklandnz.com (LTP measure)	2.17m	n/a	3m	3.4m	3.8m

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

Mana Whenua Engagement

Measure	2013/14 Actual	2014/15 Annual Plan	2015/16	2016/17	2017/18
Percentage Mana Whenua satisfaction with quality of engagement.	Not available	New measure	Establish baseline	Maintain/improve	Maintain/improve

⁷ Targets for visitor nights generated by major events reflect the targets originally endorsed by Council through the Major Events Strategy. It has since become apparent that these targets are low and ATEED aims for significantly higher KPIs internally. Refreshed target will be developed over 2015/16.

⁸ Target includes the impact of World Masters Games 2017

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.

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% agree that the Games were well organised
- A survey of public attendees captures that over 85% agree that the Games were well delivered and enhanced their pride in the city.

7. Monitoring Indicators

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

Measure	2010	2011	2012	2013	Regional target
Auckland Real GDP growth	3.7%	2.8%	2.7%	2.8%	>5% p.a.
Auckland exports growth	0.2%	3.0%	2.7%	2.1%	>6% p.a.
Auckland productivity growth	1.3%	0.3%	2.8%	3.2%	>2% p.a.
Percentage of Auckland businesses innovating	na	42%	na	na	
Auckland youth (15-24yrs) NEET ⁹ rate	12.3%	12.1%	12.8%	9.6%	
Auckland commercial guest nights	5.69m	6.25m	6.43m	6.67m	
Visitor arrivals through Auckland airport	1.72m	1.85m	1.82m	1.93m	
Overall visitor satisfaction with Auckland experience (/10)	na	7.7	7.9	7.8	

⁹ NEET: Not in employment, education or training

8. Summary of Financials

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

Operating budgets (\$million)	Annual Plan	Long-term Plan		
	2014/15	2015/16	2016/17	2017/18
Revenue				
Funding from Auckland Council	48	50	55	52
Fees and user charges	4	6	13	9
Subsidies and grants	3	4	5	3
Other revenue	1	3	4	2
Vested assets	0	0	0	0
Total revenue	57	63	77	66
Expenditure				
Employee benefits	20	24	27	22
Depreciation and amortisation	1	1	1	2
Other operating expenses	37	39	51	44
Total expenses	57	64	78	68
Finance expense	0	0	0	0
Net operating income	(1)	(1)	(1)	(2)

Capital budgets (\$million)	Annual Plan	Long-term Plan		
	2014/15	2015/16	2016/17	2017/18
Total capital expenditure	2	2	7	0
Sources of capital funding:				
Subsidies and grants	0	0	0	0
Auckland Council	2	2	7	0
Total sources of capital funding	2	2	7	0
Shareholder equity ratio	42%	47%	63%	60%

Specific expenditure towards Māori outcomes

Initiatives (\$million)	Annual Plan 2014/15	Long-term Plan		
		2015/16	2016/17	2017/18
Maori Signature Festival	N/A	0.50	0.50	0.50
Maori Economic Growth Forum	N/A	0.10	0.10	0.10
Maori Tourism Development Programme	N/A	0.15	0.15	0.15

Other financial information

Current value of assets	The current value of ATEED's assets as 30 June 2014 was \$4.825 million based on the net asset 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)	2013/14 Actual	Nil
	2014/15 Annual Plan	Nil
	2015/16 LTP	Nil
	2016/17 LTP	Nil
	2017/18 LTP	Nil

9. Approach to Governance

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

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

World Masters Games 2017 Ltd

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

WMG2017 Ltd reports to the ATEED Board via 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.

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.

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

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

Public Meetings

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

Purpose	Date	Form of Public Notification
Consider performance against SOI targets	August 2015	Public notice, New Zealand Herald
Consider shareholder comments on draft SOI	June 2016	Public notice, New Zealand Herald

Health and Safety

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

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