

MINUTES - Tourism New Zealand Board meeting

Tuesday 16 February 2021 – 11.00am to 1.00pm (NZT) / 6.00am to 8.00am (SGT)

Zoom videoconference (COVID - level 3 lock-down Auckland / alert level 2 rest of country)

Attendees: Jamie Tuuta (Chair), Roger Sharp (Deputy Chair), Colleen Neville, Jan Hunt, John Thorburn, Kauahi Ngapora, Leah McDonald (Secretariat), Michael O'Donnell, René de Monchy (Chief Executive, Interim)

Internal invitees: Bjoern Spreitzer (GM Domestic & Business Events), Brendan Downey-Parish (GM CX, Technology & Data), Gregg Wafelbakker (GM International - Singapore), Hemi Sundgren (Pou Ārahi), Natalie Haines (GM People & Culture), Rebecca Ingram (GM New Zealand & Government Relations), Sue Parcell (Chief Financial Officer), Tony Rogers (Acting Director Marketing)

Item	Action
<p>The Chair opened the meeting with a karakia.</p>	
<p>STANDING PAPERS</p> <p>Minutes of last meeting dated 15 December 2020 - approved as a true and correct record, subject to the following amendment:</p> <p>New Zealand (page 2) – ‘Jamie questioned whether Tourism New Zealand has an on-going role to play in the domestic market?’</p> <p style="text-align: right;">Moved: Jamie Tuuta / Seconded: Michael O'Donnell</p> <p>Matters arising Paper noted.</p> <p>Parliamentary Commissioner for the Environment – Billie Moore (Head of Government Affairs) and Candice Johanson (Communications Manager) will attend the launch of Simon Upton's latest report on 18 February.</p> <p>Health & Safety inspections of Auckland and Wellington offices – John is scheduled to inspect the Auckland office on 26 February. Natalie is working with Jamie and Michael to schedule a time to inspect the Wellington office.</p> <p>Board member interests – Directors were asked if there were any items on the agenda that may cause a conflict of interest and if there were any changes to the interests register.</p> <p>Michael O'Donnell</p> <ul style="list-style-type: none"> • Remove – Chair of Timely • Remove – Member of COVID-19 Steering Group <p>The BOARD NOTED the following papers:</p> <ul style="list-style-type: none"> • Global & Commercial • New Zealand • Finance & Operations • People & Culture <p style="text-align: right;">Moved: Jamie Tuuta / Seconded: Colleen Neville</p>	

Management discussed the papers with the Board and provided updates as required.

Global

'Under the social influence' social video went viral globally - 2.4M views to date / 133:1 ROI.
 'Rock the Dock' campaign – scenario planning in the context of the current changing COVID levels.
 TRENZ – Advisory Group met yesterday and are currently looking to move forward with a three-phase approach. The first phase will be a two-day event for sellers in Christchurch in May.

Commercial

Aviation – positive signals are emerging from all carriers to return to New Zealand once the border opens, but at this stage the airlines are unsure at what scale and against what time horizon they will return. John questioned whether the government is considering subsidising particular routes while airlines come up to be commercially independent. René informed the Board that the Ministry of Transport are currently operating an air cargo subsidiary scheme and are considering rolling the air cargo model over to a passenger model.

Business Events

Interest in business events is improving with New Zealand corporates and associations wanting to attend large conferences and meetings.

New Zealand

The domestic summer campaign performed well around the country. Every region had more domestic visitation than before, but the financial gap remains with the absence of international visitors. Several domestic campaign iterations are scheduled for the next six months to keep up the momentum and work is underway to review and evolve the domestic campaign platform 'Do Something New, New Zealand'. The new conversion tool 'New Finder' has now delivered 15K direct referrals to operators (up from 2K reported in the Board pack). Bjoern to share the booking data with the Board.

Trans-Tasman bubble

Primed and ready to execute conversion campaign work whenever the announcement of the border opening is made. John questioned what is meant by 'safe normal' in relation to the federal government's roll-out of the Pfizer/BioNTech vaccine. Tony responded that 'safe normal' refers to the vaccination being sufficiently rolled out to the point at which herd immunity becomes effective in managing on-going cases and safely allows life to go back to normal.

Bespoke campaigns February to April

Australia – 'Stop Dreaming and GO' to prime pent-up demand for the Trans-Tasman Travel Zone.

s 9(2)(b)(ii)

China - 'Little wishes' kids led messages from New Zealand in a fickle geopolitical climate.

CX, Technology & Data


Domestic engagement continues to rise across all key metrics – have already delivered FY21 paid referrals target as at the end of January. Currently researching the domestic space to understand what will make the site more enjoyable. Search Engine Optimisation - currently focussed on domestic campaigns.

New Zealand & Government Relations

Budget bid has been lodged. Management will provide an update on next steps as soon as the information is available. Expecting the Minister's final Letter of Expectations at the end of February. Positive first meeting with the Minister yesterday for 2021. Minister Nash was complimentary of our work both internationally and domestically and was enthusiastic about the market specific content. The Minister has a renewed focus on what MBIE might do to support specific regions suffering from no international visitors.

B Spreitzer

<p>Finance & Operations Management reviewed plans for the remainder of FY21. Activity not crucial for keeping the brand alive or maintaining relationships offshore will not be undertaken in FY21, and instead the funds will be rolled over into FY22 to accelerate recovery. Two scenarios were presented to the Board – the first if there are no borders open in FY21, and the second if Australia opens on 1 June 2021. Sue to share correspondence with the Board confirming funds can be rolled over into FY22.</p> <p>Qualmark More operators have signed up but overall are requiring more work to bring them up to minimum standards. Business support workshops will resume earlier than scheduled as demand is high from operators needing help with website development, managing operations and cashflow.</p> <p>People & Culture Monitoring turnover as a few employees have resigned to take up roles with other industries. Focussing on retention and talent management, as attraction to work at Tourism New Zealand remains high. Colleen questioned how management are working on levelling out the ethnic and gender imbalances. Natalie advised the Board that she is working with Hemi to create internal ethnicity targets that will be shared with the Board at an upcoming Board meeting, and that management are continuing to implement the Gender Pay Action Plan as reported in the Board pack. Natalie also advised the Board that in December 2020 the Public Services Commission released their latest workforce data for core public service agencies (excludes Tourism New Zealand). Natalie to email the report to the Board.</p>	<p>S Parcell</p> <p>N Haines & H Sundgren</p> <p>N Haines</p>
<p>PROJECTS</p> <p>100% Pure New Zealand brand evolution Taking a step back from the creative options on the table to better understand market specific needs. Risk providing global content when markets are in different states with borders opening and bespoke work in markets.</p> <p>Amazon UAP [Untitled Amazon Project] Confidential paper tabled providing an overview of Amazon Studios’ multi-season television adaptation of J.R.R. Tolkien’s “The Lord of the Rings” and the Memorandum of Understandings signed in December 2020 with the production based on them working with New Zealand government agency partners to provide significant benefit to New Zealand. No quarantine issues – cast and crew already in New Zealand. s 9(2)(b)(ii)</p> <p>Finance Management Information System (FMIS) The BOARD APPROVED management’s recommendation to implement the FMIS project with the preferred vendor s 9(2)(b)(ii) Michael recommended increasing the contingency amount.</p> <p style="text-align: right;">Moved: Michael O’Donnell / Seconded: Jamie Tuuta</p> <p>Oracle Human Capital Management (HCM) Implementation The BOARD APPROVED management’s recommendation to implement the Oracle HCM solution to align the two information systems.</p> <p style="text-align: right;">Moved: Kauahi Ngapora / Seconded: John Thorburn</p>	<p>R Sharp</p>

<p>INFORMATION PAPERS</p> <p>The BOARD NOTED the following papers:</p> <ul style="list-style-type: none"> • Letter from Minister dated 14 December 2020 – Annual Report FY20 • Letter from Minister dated 15 December 2020 – Audit FY20 • Cabinet Business Committee minute dated 16 December 2020 – Domestic tourism • Glossary of acronyms 	
<p>General business</p> <p>Portfolio - Hon Stuart Nash endorsed the approach and requested a paper to review and consider.</p>	
<p>The Chair closed the meeting with a karakia at 1.20pm</p> <p>Date of next Board meeting and Audit & Risk Committee meeting Wednesday 14 April 2021 – Hokitika</p> <p>Minutes approved as a true and correct record:</p> <div style="text-align: center;">  <p>..... Jamie Tuuta (Chair)</p> </div> <div style="text-align: center; margin-top: 20px;"> <p>13 April 2021 Date</p> </div>	