

Auckland’s Future, Now – Summary report

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Introduction

Auckland’s Future, Now was crucial and influential milestone in the region’s response to the economic challenges posed by COVID-19. More than 200 business and economic thinkers gathered on 5 August 2020 to discuss the pandemic’s impact on the region, and put forward solutions which could be developed into a shared response.

The invite-only event was convened by the region’s economic development agency Auckland Tourism, Events and Economic Development (ATEED) in response to calls by business partners and stakeholders for an Auckland-specific, business-focused discussion they could contribute to that would address the crisis’ economic challenges through collective thinking, and suggest practical actions they could champion on Auckland’s behalf.

ATEED discussed the concept with Mayor Phil Goff and Wellington policy makers before putting together a business reference group to provide advice on panellists and participants. This input led the development of an effective, highly targeted event programme for senior representatives of Auckland’s corporates and large-scale businesses alongside some of the region’s most prominent entrepreneur and innovators – particularly in industries trading internationally and generating export revenue.

Senior officials from ministries ATEED regularly works with attended to hear the discussions first-hand and contribute to solutions development.

As part of its delivery of the event, ATEED captured the ideas and practical actions that Auckland can collectively act on itself, and advocate for to decision and policy makers, and elected representatives. The consolidated feedback from the event will be critical input into a broader economic agenda for Auckland, the development of ATEED's ongoing work programmes, and can be fed into the development of Council's long-term plan.

ATEED will coordinate the development of agreed shared actions resulting from the event, and monitor their progress. The success of *Auckland's Future, Now* and the conversations it initiated and stimulated will play a significant part in ensuring Auckland's economic resilience in a COVID-19 world.

The day started with an address by Mayor Phil Goff, followed by two keynote speakers – highly respected business leader Rob Fyfe and former Prime Minister Rt Hon Sir John Key, who led the nation during a number of natural and economic crises – and a series of eight moderated panels on specific focus areas. The event wrapped up with a question and answer session with globally influential former Prime Minister Rt Hon Helen Clark, who is Co-Chair of the Independent Panel for Pandemic Preparedness and Response.

- This document is a written summary of the content of the day, including feedback from participants via the Slido platform and ideas boards at the event. These are the views of the speakers, panellists and participants.

Keynote: Rob Fyfe

Practical business leadership in the time of global pandemic

Rob Fyfe, a former CEO of Air New Zealand and long-time Executive Chairman of Icebreaker, was appointed in March as a liaison between the Government and the private sector during the COVID-19 crisis.

He outlined to *Auckland's Future, Now* that in his experience central government agencies tend to be territorial, which leads to debates over accountabilities and responsibilities. Central government is usually not agile, and seldom demonstrate flexible thinking, he told the audience.

He expressed concern that being slow to respond at central government level could squander New Zealand's "moment in time" to seize economic opportunities posed by COVID-19 – being in a globally enviable position as largely having COVID-19 relatively under control.

These opportunities were particularly focused on the country's ability to attract foreign direct investment, skilled migrants, international students, businesses, and high-value tourists. Fyfe said New Zealand needed to do everything possible to expand its quarantine capacity to allow in people associated with those categories. He had personally been approached by investors and other businesspeople who were frustrated by the Government's border restrictions and exemption criteria.

However, in a prescient warning about complacency – given the long period without community transmission at the time of the event – Fyfe noted how vulnerable New Zealand was to an outbreak. In his view, the country still lacked effective contact tracing, and he had question marks about the effectiveness of the nation's isolation system. In his view, the only way to do effective tracing was to use Bluetooth technologies – tracing that was passively going on in the background with minimal impact on people's privacy.

Keynote: Rt Hon Sir John Key

Leadership in a time of crisis

Sir John Key warned that the economic crisis caused by COVID-19 was likely to be much worse than expected – with a lot of financial stress still to manifest itself. As an example, he cited construction – a key sector that is weaker than it appears with projects that started pre-COVID propping it up (a “lag indicator” effect), and an uncertain future beyond that. He spoke of the issues being faced by customers of the bank he chairs (ANZ) with about a quarter of its customers having had their income reduced and thousands on a short-term wage subsidy.

He focused on the importance of Auckland recovering, as the engine of the national economy. If Auckland growth is significantly impacted, New Zealand slows down.

Amid stressing the importance of major infrastructure projects in Auckland continuing, he analysed the balance sheet and debt ratios facing Auckland Council – the fact that it is near its allowed debt ratios prevent Council borrowing to fund new infrastructure. Sir John said one solution could be the Government making a suspensory loan to Council to fund key projects.

Sir John also summed up the type of leadership required during a crisis – particularly calmness, and absolute clarity of messages. He said the flexibility required means it’s often a case of throwing out the rule book.

He added to Rob Fyfe’s point that the central government system is bound up in bureaucracy, which hampers agility. While he is optimistic about the development of a vaccine and better testing, he outlined his view that New Zealand will have to live with the effects of COVID-19 for quite some time.

Like Fyfe, Sir John shared his view that border restrictions should be eased for certain non-citizens/permanent residents - as long as the correct COVID management processes were in place. He gave the example of international students, who would be required to pay the cost of their quarantine. In his view, tertiary institutions such as the University of Auckland and AUT had suitable facilities to house students during the necessary quarantine and he trusted their capability to manage the process safely. He said companies such as ANZ were also happy to fund the cost of quarantine for skilled migrant staff who were currently denied entry.

A much larger scale quarantine system could involve locations such as Whenuapai, and tertiary accommodation facilities, he said.

He said it wasn’t the time to stop foreign investment or construction projects by an overly restricting border process. He urged fast-tracking of the Resource Management Act assessments to allow projects to begin. The nation needed flexibility now, and to move outside current thinking.

Panel 1: COVID-19 impact on Auckland

Re-capping the COVID-19 impact on our economy, our people, and our communities

Panel:

- Moderated by **Fran O’Sullivan**, NZ Inc
- **John Ballingall**, Sense Partners
- **Tania Pouwhare**, The Southern Initiative (TSI)
- **Susan Peterson**, Independent Director

The panellists agreed that businesses of all sizes were generally unprepared for a pandemic and lacked response plans. However, it was noted this was in keeping with global business pandemic preparedness, with a PwC global report revealing only 50 per cent of companies around the world had a crisis management plan.

It was reported that New Zealand company directors took a people-first approach, addressing health and wellbeing concerns in the first instance, then quickly moved to fostering resiliency going forward. The panel felt scenario planning was overly optimistic and there was an immediate need to quickly develop scenarios for a truly pessimistic environment.

The panel discussed ATEED and TSI research which projects 50,000 job losses in south and west Auckland – the areas of the region with the largest population of Maori and Pacific people. The panel agreed it is important to use this number as a call to action to create economic and social equality, to enhance the mana of our people, and implement a circular economic model for the good of the planet.

Panellists explored the notion of an equivalent of the Provincial Growth Fund for urban centres, saying a concentrated, tailored, and targeted effort is needed from government. As with the Global Financial Crisis, Auckland has the potential to recover quickly, but the region will need to get better at doing more with less. The panel agreed it is important to focus on education and upskilling for those that lose jobs, preparing them for long term growth.

The panel discussed opportunities for Auckland, agreeing that both productivity and social equity challenges can be addressed through the democratisation and adoption of technology, and the support and stimulation of creativity and entrepreneurship.

All panellists warned that Auckland is yet to experience the full economic impact of COVID-19, with the post-lockdown uptick in spending forecast to drop as job losses become more widespread. The panel said it is important to focus on the opportunities rather than the limitations of the current situation, and to establish systems and processes to ensure Auckland can do that.

Panel 2: International connection

How to operate international business with closed borders. Where are the opportunities, what are the constraints, how do we leverage our strengths, our entrepreneurs, and our networks?

Panel:

- Moderated by **Fran O'Sullivan**, NZ Inc
- **Anna Kominik**, Wisk
- **Pip Greenwood**, Independent Director
- **Scott Tasker**, Auckland International Airport Limited (AIAL)

The panel discussed Auckland and New Zealand's reliance on international experts in a number of industries and shared examples of companies frustrated at their inability to get exemptions to bring in overseas staff with the requisite skills.

They collectively felt the current border controls needed to be relaxed to allow actively managed safe entry for those workers – and a much increased quarantine capacity. They collectively agreed that businesses would be prepared to fund a more expansive quarantine system which had the required sophisticated testing regimes, as they understood that the public would need assurance the system was safe.

Ideas were discussed such as an accelerator visa which could be used to attract highly skilled individuals who can help to fuel the region's economic growth – the scheme could be designed to attract workers for Auckland's increased priorities such as zero carbon and social equity. New Zealand's relatively strong position regarding COVID-19 would be attractive to international talent, and the win-win would be them helping to re-tool our economy. The summed up our message as New Zealand is closed to the virus but open to business.

But the panel highlighted other issues to address, such as the vastly increased cost of airfreight because of COVID-19 which was affected tech-based companies which had in some cases up to 80 per cent of supply inputs from offshore. The international cargo subsidy was helping to compensate for the lack of flights due to passengers not travelling, but this couldn't carry on forever. This was a looming problem for spring and summer produce exports. Some businesses needed international experts to visit in person, because virtual visits were not always satisfactory. Those kinds of constraints needed to be solved for recovery to take place.

The panel discussed a suggestion that agencies needed to take a more pragmatic approach and focus available support on Auckland businesses that are succeeding and surviving, rather than trying to keep all businesses afloat (a medium-term view).

The example of Auckland's aerospace industry was mentioned as a priority for investment, along with the future of food. Multi-nationals with bases here were able to keep operating, where some key sites overseas were not able to. This provided an advantage to Auckland.

The panel called for stronger promotion of the Auckland and New Zealand brands internationally during the pandemic, promoting investment and talent attraction in industries with skills shortages while the country is an attractive, relatively COVID-free destination. This window of opportunity would close, so needed to be capitalised on now.

They also examined the issue of opening trans-Tasman business travel, and the potential for risk tiers of countries to be introduced. Planning for this kind of system should be starting now.

They felt the nation's political leaders should be pushed on their plans to help Auckland's recovery. They said businesses needed to commit to upskilling their workforces, and we also needed a re-think around tourism – how to attract large international audiences in a new way.

Panel 3: Talent and education

The labour workforce dynamics have changed. Where and how do we find the right talent and what education is needed for business.

Panel:

- Moderated by **Ziena Jalil**, Director, Unitec/MIT
- **Frances Valentine**, Tech Futures Lab
- **Robert Reid**, Regional Skills Leadership Group, First Union
- **Brett O'Riley**, EMA
- **Anna Curzon**, Xero

Moderator Ziena Jalil opened the conversation, proposing we cannot assume pre-COVID-19 talent and education systems were working, and that the pandemic presents an opportunity to confront these issues to imagine a better and brighter future for Auckland. Panellists agreed the reform of education systems needs to be a priority.

The panel agreed that workers create wealth and value in society, and that it is incumbent on the business community to keep them at the centre of every decision and help fix the broken labour market. Panellists acknowledged there was a skills shortage before the pandemic, which will increase and is exacerbated by a lack of technological literacy in workers of all ages.

The notion that technology can be a great democratiser was explored, and the panel highlighted the difference between digital technology skills inside businesses versus digital technology businesses. Panellists focused on the screen, creative and digital technology sectors, agreeing that championing these sectors could help Auckland succeed.

A panellist proposed New Zealand move away from sectors it has historically succeeded in and leverage its high-trust reputation. The country is well placed to thrive in new sectors including food security, artificial intelligence and fintech.

Panellists discussed the need for the workforce to have a broad skill set, and the importance of upskilling and using micro-credentials to improve and transfer skills. Online learning was deemed integral to enabling this process. Panellists explored the idea of repurposing Auckland's world-class education sector, that without international students, could play an important role in a shift to online learning.

When discussing flexible working, panellists said Auckland needs to design for the future to ensure it doesn't reinforce the current digital divide. It was agreed that digital enablement will benefit not only Aucklanders, but migrants who choose to live in Tāmaki Makaurau and service the world.

Panel 4: Global Haven

Auckland as a global haven for investment and ideas: How we attract businesses, smart investment, and creative talent to connect Auckland and create new jobs for Aucklanders.

Panel:

- Moderated by **Fran O'Sullivan**, NZ Inc
- **Michael Lorimer**, Grant Samuel
- **Sam Witters**, AMO Group
- **Philly de Lacey**, Screentime NZ
- **Vanessa Sorenson**, Microsoft NZ

The panel highlighted a number of cases where investment had been lost to Auckland and New Zealand because of the tight border exemption criteria – for example, the applications of five international film producers had been rejected, and they took a major project that would have employed 250 crew to Ireland instead. The screen industry had a limited pipeline of current work before projects dried up because of variable application of the exemption criteria.

The panel shared the view that expertise was required in areas such as the tech industry and the border needed to be opened up in a considered way. That would allow industries to grow and recover. A full cost-recovery model for an expanded quarantine system would allow recovery to take place, the panel believed.

High net worth individuals needed to check out opportunities first-hand – they wouldn't do it all by Zoom. So a way needed to be found for those people to be allowed in to have in-person discussions.

The entry and exemption criteria needed to be simplified and more focused on potential economic impact. Not doing this would damage New Zealand's international reputation.

The panel discussed a view that the Overseas Investment Office's focus must shift from investment in land holdings to investment that would result in quality employment.

The importance of increasing New Zealand's digital capability was discussed, with options such as tax incentives. This could help the nation take advantage of returning skilled Kiwis who were seeing their homeland as a relatively COVID-19-free haven. Examples were given, such as Microsoft, where the Auckland office was one of a few that was able to open around the world.

This was similar with the screen sector, where productions could resume under Level 3 and below. COVID-19 had created a unique opportunity for New Zealand's screen industry, but there was frustration at the Government's lack of dialogue about what the industry needed, and at the difficulty in accessing newly announced stimulus funding. This was resulting in missed opportunities for international capital and concern the creative sector would be significantly affected.

The panel also discussed the need to turn the education sector on its head to enable students to be job-ready as soon as they left school. Creative tech companies were willing to give free training. Without intervention – including private sector assistance – the divide between 'haves and have nots' would get wider. There should be just as much of a focus on 'keyboard ready' as 'shovel ready' investment.

The overall emphasis was for New Zealand to be bold and take risks to capitalise on current opportunities and get through the tough times.

Panel 5: Vibrant city centre and neighbourhoods

Keeping a vibrant business culture, city centre and local neighbourhoods to thrive in a time of economic stress and unemployment.

Panel:

- Moderated by **Pam Ford**, ATEED
- **Scott Pritchard**, Precinct Properties
- **Graeme Stephens**, SkyCity
- **Viv Beck**, Heart of the City

The panel discussed the importance of a thriving city centre, including the productivity gains possible for Tāmaki Makaurau through the agglomeration of businesses in one location. The panel shared the impact of COVID-19 on the city centre that has been tracked since 13 January 2020. Data reveals that while domestic spend has returned stronger than anticipated, the loss of international tourism and students, and the associated spend is keenly felt.

While access to the city centre has been challenging for some time due to construction, the panel agreed it is an exciting time as this work is nearing completion. Panellists said this investment in the city centre and waterfront will stand the city in good stead, and while COVID-19 impacts are anticipated until the end of the 2021 calendar year, the city is well-positioned for the future.

The panel discussed remote working, which is projected to increase from 10-15 per cent to 20-25 per cent of the workforce. This increase is viewed as positive for the region, as remote and agile job opportunities attract high-value employees. The panel also explored the value of the arts, culture,

dining, and events to the city centre, saying it is time for the city to build on the great work it has already done in these areas.

The panel said serious consideration needs to be given to what will drive domestic visitors into the city centre over the long-term including destination marketing, activations, and catering to a range of interests and price points. The value of business conventions was discussed, including the benefits of the New Zealand International Convention Centre to the economy when it opens in 2023.

Access to the city centre was discussed, including the notion that if access takes more than 30-minutes it is problematic for visitors. Panellists said this is clearly an issue for Auckland, and while investment in public transport infrastructure such as the City Rail Link and Northern Busway are making a difference, similar solutions need to be accelerated for access from the south and north west.

A member of the audience asked what lessons learned in the city centre can be applied to other areas of the region to help foster success. The panel said supporting local, large businesses supporting small businesses, programmes to address social issues, and a strong business community all help build thriving neighbourhoods.

The panel agreed that while the next 18 months are uncertain, there are many reasons to be optimistic for Auckland's future. Panellists said Tāmaki Makaurau has a lot to offer – it is a great place to visit, a great place to live, and its people and neighbourhoods have a story they can share with pride to stimulate interest and demand for all the region has to offer.

Panel 6: Recovery for a sustainable future

The decisions we make today, more than ever, create our future. Our sustainable future fosters our environment and our people. What are we doing today for tomorrow?

Panel:

- Moderated by **Alec Tang**, Auckland Council
- **Rob Campbell**, Company Director
- **Rebecca Mills**, The Lever Room
- **Michael Eaglen**, EV Maritime
- **Dr. Keith Turner**, Company Director

COVID has exposed our systems. The panel took part in a wide-ranging discussion about the opportunities created by COVID-19. New Zealand is facing the challenges of COVID while the urgency for tackling climate change keeps growing.

A lot of discussion had taken place during the day about how to create an economy that's fit for the future, regenerative and impactful – and this was exactly the time for the *Build Back Better* COVID recovery framework, published by The Lever Room in April. This called for a new definition of wealth that wasn't financial alone. The opportunity is to create jobs, prosperity and solve challenges for the future now.

A marine industry example was mentioned – which is taking New Zealand's renowned innovation around building boats that perform, and transferring those skills to develop electric ferries that can de-carbonise harbour cities, and transform the passenger experience and the cost of delivering maritime public transport.

Very serious changes are coming to meet Auckland and New Zealand's climate change obligations and vast investment is required. The panel discussed potential audacious, big sustainable actions. For example, New Zealand becoming almost entirely powered by renewable energy.

The panel discussed the need to reassess priorities taking a 'whole of community' approach, and for businesses to change from within – adapting and regenerating.

They looked at the stages of sustainable/regenerative/impact businesses. First, about compliance and reporting sustainability (what they do); second, new business models; regenerative businesses moving into other sectors and responding to system-level challenges they can solve and who they can collaborate with to solve problems such as COVID.

We have a kaitiaki/care economy already – our challenge is to put that into action and create and measure a new definition of wealth.

Solutions such as imported electric cars help our direct climate action but don't help the New Zealand economy. The panel discussed the opportunity to think very broadly about solutions – what types of industries can we catalyse and grow within New Zealand, not only solving our climate challenges but also allowing us to become the people exporting those technologies. That, along with thoughtful procurement of New Zealand products, will create jobs and help our communities, and can help us climb back from COVID.

The panel discussed the concept that the COVID crisis is a great opportunity to set a new direction. Being able to brand New Zealand as carbon neutral on the global stage would be an enormous competitive advantage.

It will take rules being re-thought – such as how actions are financed; and play to our strengths.

Panel 7: Health and social cohesion

We are living through a global pandemic. What role do Auckland leaders have in building social cohesion and supporting healthy workforces and impacted workers?

Panel:

- Moderated by **Leon Grice**, Close Associate
- **Ranjna Patel**, East Tamaki Healthcare
- **Precious Clark**, Maurea Consulting
- **Michelle Dickinson**, Nanogirl Labs
- **Kirstin Te Wao**, Vodafone

Panellists shared experiences of the COVID-19 lockdown across their organisations. All panellists said the needs of people and their whānau were put first, with organisational needs second. Initiatives included a virtual platform to support high-needs communities; whānau and mental health support; launch of a digital platform to support science education across 107 countries; and distributing kai and education packs to those in need.

It was reported that because Māori and Pacific populations have faced endemic illness in the past, there was a high rate of adherence to Ministry of Health directives in the south Auckland community.

It was agreed that while Tāmaki Makaurau is in a time of crisis, it is only one moment in time and an opportunity for the region to reset for the future. Panellists said to be successful, this must be done

in partnership with iwi and honouring Te Tiriti o Waitangi. Māori have first-hand experience in resilience and rebuilding a people, and an open invitation was extended to all non-Māori to step into Māori spaces to re-build Auckland.

Panellists shared advice on what businesses can do during the current period of uncertainty, including looking to the future while living day-to-day; offering support to competitors to ensure the ecosystem thrives; and to honour and trust employees through new ways of working as it will help provide balance during an uncertain time.

There was discussion about the racism evident in New Zealand, particularly during COVID-19. The panel said there is an immediate need for racism to be addressed to reduce the equity gap and the resulting impact on Māori and Pacific youth employment, education and mental health, including suicide rates. The panel said there will be a second wave of infection, which will again take a toll on vulnerable communities.

The panel discussed COVID-19 misinformation, for example the burning of 5G cell towers, and said this is a result of lack of digital inclusion and a mistrust of government, which has historically let down Māori. Given 50 per cent of cell tower attacks have taken place in Tāmaki Makaurau, the panel called for better engagement and communication to meet the needs of the Māori and Pacific community.

The panel agreed for a fair and equitable Tāmaki Makaurau, all Aucklanders need to be part of the conversation. This will require people who traditionally hold power to let go of the ego and share. It will ensure Aucklanders can understand and learn from one another, and assist building a positive future together.

Panel 8: Creative tech ecosystem

How do we strengthen our tech and creative eco-system to encourage active investment while addressing the constraints of talent attraction, business attraction and funding?

Panel:

- Moderated by **Pam Ford**, ATEED
- **Simon Moutter**, Director
- **Pat MacFie**, Manaaki.io
- **Erica Lloyd**, Soul Machines

The panel discussed the need for New Zealand to vastly lift its digital competency. This includes numerous big corporates, central government, and many small companies – which all lack adequate digital capability. It was noted that there are also significant e-commerce skills gaps, and a need to connect SMEs to world experts in digital.

One suggestion was a potential ‘digital tick’ – like a ‘green tick’ – that companies could achieve that demonstrates they meet a high level of digital competency. That would encourage more companies to get up to speed.

The panel noted that every single industry has been disrupted by the pandemic, but with that comes lots of opportunity.

The panel discussed the need for Auckland to 'Go like hell'. New Zealand needs Auckland to succeed. To create a successful tech ecosystem in a crisis situation, we potentially need to concentrate effort in a place where collisions will build creativity – and Auckland is the only region in the country where this could be realistically done.

The issue of digital sovereignty was raised – there are lots of offshore owned assets that we need to own to have an effective digital marketplace.

The panel discussed the concept of big business in kick-starting the tech ecosystem. They should be challenged to invest in mid-sized tech and creative businesses (with \$1-2 million annual revenue and 15-20 staff) which with investment could grow substantially, but currently find it hard to raise capital. This is compared to start-ups, which can relatively easily find see capital; and small companies which have developed a real winner and could lead to the high returns venture capitalists require to fund.

A suggestion made was that the gap in accessing capital that exists here could be solved with a several hundred million-dollar fund, with a management team to focus on investment in mid-sized companies with potential that could provide a return of 2-3 times. It was felt that if the COVID crisis didn't provide the catalyst for that to happen, then nothing will.

It was noted that assistance for SMEs exists, but is somewhat fragmented. It was suggested that we don't need more programmes, mentoring schemes and incubators – we need current funding to be combined to form a scaled-up support programme that would create more impactful investment.

This panel also discussed the current border restrictions, including the need for criteria that allowed seasoned entrepreneurs into the country – people with experience in high-growth companies. The current global talent attraction visa process should be overhauled to target attracting entrepreneurs who can fill gaps in our tech ecosystem and provide a channel back to their home market – including those who have exited successful businesses.

The fastest path to more economic activity is the domestic economy. It takes a long time to build an international business, but in the domestic economy, they can be built quite quickly. But conversely, the point was made that it's now also possible for a business here to address a global niche immediately and forget about the local market.

The panel discussed the need for the private sector to carry forward actions to build a tech ecosystem and digital capability, rather than central or local government. The opportunity is for small 'coalitions of the willing' to lead that work and recruit other businesses to help.

Q&A: Rt Hon Helen Clark, with moderator Fran O'Sullivan, NZ Inc

Rt Hon Helen Clark is former Prime Minister of New Zealand (1999 – 2008) and former United Nations Development Programme (UNDP) Administrator (2009 – 2017). In 2020, Clark was appointed as co-chair of the World Health Organisation (WHO) Independent Panel for Pandemic Preparedness and Response.

In conversation with moderator Fran O'Sullivan, Clark said while her role at WHO is highly geopolitical, the panel's work will provide insights into how international preparedness and response systems could work better. Clark said this is important in a global community, where viruses are likely to continue to emerge.

Clark stated the world would be living with the virus for the foreseeable future, and that it may even become endemic. She said as a result, New Zealand needs to develop long-term management

strategies, including an economic approach that considers the significant impact to traditional export sectors.

Clark echoed concerns of previous speakers about difficulties getting skills and expertise into New Zealand. She said Kiwis returning home from living overseas will bring ideas for how to operate out of New Zealand, and due to the downturn of traditional export sectors, the nation needs to look to a tech and innovation-led future.

She believes a more effective managed isolation and quarantine system is needed, stating removing the border bottleneck could enable international students, skilled migrants, working holidaymakers and tourists to safely enter the country and help drive economic recovery. Clark stated contact tracing could also be improved through smart solutions, including private sector innovation.

Responding to audience questions, Clark said a review of the Government's COVID-19 response would help assist future virus preparedness and response planning. She acknowledged the agility of the private sector and its importance in driving growth for Auckland's economic recovery, and believes the pandemic provides an opportunity to rethink international offerings such as tourism and education, refocusing on quality.

Clark said Auckland plays an important role in New Zealand's prosperity and the city needs to shift people's perceptions of it being off-putting and intimidating. She said Auckland needs to better communicate that its success is critical to New Zealand's success.

Next steps - action

On the conclusion of the *Auckland's Future, Now* business summit, ATEED distilled the feedback and ideas gathered throughout the day into tangible actions to galvanise Auckland in a COVID-19 world.

Actions were then compiled based around five themes – an approach then sense-checked with the summit's business reference group and Mayor Phil Goff. The areas are:

- Investment attraction
- Workforce and skills
- Border management
- Domestic promotion
- Public funding

Each theme has suggested actions and suggested actors, encouraging private and public sector collaboration and co-design. This plan will be iterative and a live document, with ATEED anticipating the need to adapt to changing circumstances and information.

The detailed *Auckland's Future, Now* action plan can be found [here](#).

Appendix: Slido questions and Post-it Note ideas per session

Below are the Slido questions and Post-it Note submissions per session. They are collated as submitted, unedited, as a record of feedback.

Keynote: Rob Fyfe

Slido questions (as submitted)

- Our official points of entry are relatively secure, but how prepared are we and the Pacific for pandemic refugees?
- How do we prepare for a second shock? Might not be Covid, could be an earthquake or something else.

Keynote: Rt Hon Sir John Key

Slido questions (as submitted)

- I'm speaking on behalf of the screen sector. In 2018 / 2019 foreign spend on screen productions in NZ was \$621m. It was tracking to be higher before covid hit.
- can the government give us clarity on what their threshold is for allowing people into NZ who are going to spend significant \$ in NZ in a short period of time?

Panel 1: COVID-19 impact on Auckland

Slido questions (as submitted)

- 1) The criteria for foreign nationals be:
 - a) pay for quarantine
 - b) \$500k foreign spend per head to be spent on NZ products, services & jobs within 4 months.
- Mortgage holidays provide an opportunity for people to go on a bit of a spending spree. Has that happened? What is likely to be the impact when these end?
- Prevention, response and recovery will occur simultaneously. How do you incorporate this into recovery when there will certainly be many other outbreaks in NZ?
- When will Government sort out the massive issues with ImmigrationNZ. The transformation of IRD proves it is possible for a watchdog to be customer responsive.
- Auckland broadly speaking may bounce back fast, but havent past recessions shown that Maori and Pasifika populations have deeper and more sustained unemploymnt?
- Question for John. Does govt picking winners (grants etc) work? Or does tax relief say work better and let market pick winners?
- The screen and creative sector can power significant job and economic growth in South and West Auckland immediately.
- Tania, what steps should we take to get youth engaged with the screen and creative sector opportunity in the South and West?
- Digital apprenticeships, funding support extended for retraining of workers with digital skills, software, website development, digital creative, social..
- How does nz take advantage of its current status and being highly connected, pretty well educated and reasonably wealthy and turn this to a competitive advantag
- Should Boards & business Ldrs go beyond "not wasting crisis" by reducing staff levels, but instead put people and confidence first by holding jobs at all costs?
- Can you please repeat the stat on cloud utilisation on GDP

- What do think show cost benefit Government and council Spending
- Is quantitative easing, low interest rates etc going to push up assets i.e real estate? Are we going to see housing become even more unaffordable?
- curious observation. 30% of auckland is asian. 16% is pacifica. 9% is maori. But head count the decision makers in the room today seem to be quite different.
- Support of SMEs is obviously a critical step given makeup of NZ economy—but what can be done to help more companies get to scale? Where is our next xero?
- Given the influx of returning people, increase in people on the benefit and rent costs soaring, is it time for rent ceilings to be imposed?
- Why is Auckland our Gateway? When the risk to community outbreak in our GDP driving region is huge - Why not stage our re-entry in the South Island????
- John we have great data and a paper on the economy today, but where should Auckland focus ahead to improve productivity to support NZ growth
- Are record low interest rates and QE going to make housing even more unaffordable? How can Govt ensure QE helps people, not just inflate assets?

Post-it Note submissions

- Take the lessons from today's crisis into tomorrow's climate emergency
- Rebuild must be driven by a need to create economic and social equity – we want a different economy that enhances our economy and many of our people, a circular economy
- The criteria for foreign nationals should: a) pay for quarantine b) \$500k foreign spend per head to be spent on NZ products, services & jobs within 4 months.
- The screen and creative sector can power significant job and economic growth in South and West Auckland immediately.
- Digital apprenticeships, funding support extended for retraining of workers with digital skills, software, website development, digital creative, social.
- Why is Auckland our Gateway? When the risk to community outbreak in our GDP-driving region is huge - Why not stage our re-entry in the South Island????
- "Fortress Tamaki Makaurau" accelerate pre-travel, enhance capacity in key risk areas
- Help Auckland Council by providing a financial cap lift in debt support, so they can invest in digital services and support growth sectors
- Chaos is a ladder

Panel 2: International connection

Slido questions (as submitted)

- What do you think needs to be done to convince Govt to take some risk and allow businesses to safely bring people in?
- Immigration is highly politicised. How could this group help it be positively debated in the upcoming election?
- Getting the Airfreight cost gap back towards normal and the conversion of mothballed wild body jets to freight 2 provide NZ businesses the competitive advantage
- Outside of the value prop of a 'safe place' to attract people and investment here, what can AKL offer the world as far as export w/ a competitive advantage?
- With the positive scheme to 'Take NZ to the World', there will be an even larger demand for international cargo options. What's the status on expansion?

- Scott: Has your Taskforce looked at work being done by MIT and Oxford alongside UK govt, EY and One World on a Health Passport? with Rob's bluetooth solution
- Create Auckland as a global 3PL freight hub
- Also to Scott's point about the Cook Islands. Its not just a bubble holiday chance but its also Cook Islands language week this week. Kia orana! Plz acknowledge
- Scott, an air bubble is achievable & you have a plan, universities have a student quarantine plan. Is it just the election holding the government back or more?
- Shouldn't business have a radical new commitment to retraining and upskilling our own workforce?
- Surely NZ tourism can't be forgotten. I'm asked weekly by ultra high net worth clients when NZ will allow privately paid quarantine arrivals
- Convert idle aircraft to freight and create competitive advantage to NZ
- Be the 3PL hub for Southern Hemisphere
- 1) The criteria for foreign nationals be:
 - a) pay for quarantine
 - b) \$500k foreign spend per head to be spent on NZ products, services & jobs within 4 months.

Post-it Note submissions

- External investors need to be able to connect with government quickly and easily
- Business visa acceleration for high value capability/skillset that accelerates relevant growth engine areas
- Opportunity "safe & sanity" visa for entrepreneurs/mentors - where private investors can be safely imported into growth engines / advisors that are relevant to Auckland's future
- Employees registered for growth engine businesses / employee clusters with oversight & surveillance
- Interest in inward investment and migration
- Overhaul global attraction visa
- Growing aerospace in Christchurch needs over 300 people – accelerated visas required
- Private sector to run own quarantine hotels / Set a prompt, safe, audited private quarantine programme
- Test a private business quarantine facility for high value capability
- Manage the fortress well – open judiciously more actively manage ingress bring more people in and do so safely
- How do we divide foreign countries into levels of risk? We will need a risk level rate per country now rather than later
- Create Auckland as a global 3PL freight hub

Panel 3: Talent and education

Slido questions (as submitted)

- We're talking about the future of talent and education but youth or rangatahi representation on the panel is not there?
- One action Auckland can take to build back better. For each of the panellists.
- can we quickly set up quality dev. boot camps to ensure we provide people the ability to retrain and take advantage of the opportunities in digital

- A refreshing moderator. Question for panel: how do we boost representation of those who are not present on the panel or in the room today: Māori, Pasifka, youth
- As representatives of private industry on the panel, what is the specific 'ask' you would have if the central and local govt officials in the room?
- Do you see risks that gender diversity progress (??) falters in a post Covid world, as corporate restructuring reduces senior level roles?
- Is there the possibility of digital and technology apprenticeships?
- Co-op's (member owned businesses) offer a business model to assist in responding to current global issues. Education and business creation opportunity in NZ?
- Can we repurpose international student education facilities for digital education and retraining our workforce?
- How do we ensure the needs of the increasing number of self-employed Kiwis are reflected in future of work policy that seems based on an employer-employee model
- Broader social problems are a contributing factor to skill shortages, what can we do to better address these challenges alongside training and education?
- Business & central govt need to require wifi as a compulsory utility in all homes . To retrain , upskill requires connectivity and technology as enabler to all.
- How do you see leveraging the IP coming out of the Universities faster to create high value jobs
- Remote working is clearly here to stay but innovation is often a "contact sport" where creative collisions of ideas is critical. How do we enhance them?
- What are the barriers to Auckland becoming a digital enabled city to enable us to achieve the aim of living in Auckland and servicing the world?
- Can we fund digital apprenticeships so businesses can take risk and retrain our workforce?
- There are already Maori and Pacific leaders who do this work for our communities. How do we get their voices heard and their solutions amplified
- How do we reframe our messaging that Maori and Pacifica are all uneducated and lacking access instead share the stories those are excelling as the story told.
- Are we only measuring success for maori by a western view. do bright young Māori and pacifica strive to be in 'Corporate's Where values don't necessarily match.
- Everyone talks about youth. How can we include the older people in NZ, to utilise their wisdom, experience, time, - & re-skill them to be part of our recovery?

Post-it Note submissions

- Radical retraining of our own workforce
- Quality jobs to attract quality workers, to improve the function of the labour market
- Realign tertiary institutions from international students (while we can't get them), improve pathways to jobs
- Avoid reliance on shipped-in skillsets
- Utilise NZs trusted image to invest in new innovative fields (Aerospace, AI)
- Expand free Trade training programmes
- Identify required skills, facilitate transference of skills between industries
- Technology and micocredentials to speed up workforce re-entry of "brain gain"
- National digital certificates
- Improve infrastructure to digitally enable Aucklanders
- Learning and remote working hubs to increase access to training
- Move to tech-enabled sectors allow for training on the job

- Upskilling professionals & top-level executives in NZ, broaden the idea of WHO needs educations
- Build and embrace the Creative sector in Auckland
- Ensure new jobs are good jobs
- Support SMEs with talent
- Emerge from COVID as a destination for international education and talent
- Current leaders need to know/learn block-chain
- Pivot actions need be more than tweaking existing processes & systems
- Education on co-op models
- Aggregate small creative businesses. Combine creative & tech sectors
- Accelerate access to funding & visas for shovel-ready screen projects
- Improve access for global crew in the Creative sector
- Global leader in online learning
- Be known for teaching emerging subjects
- Educate children in media and technology at the school level
- Upskill in tech so more people can participate
- fast track training timeframes
- Brain-gain: repurpose people coming home
- Balance the "Kiwi Brains Trust" development against the desire to skill-up out of work Kiwis with microcredentials
- If there are 100k returning Kiwis, let's get deep insight into who they are, what they want. Staying? Investing? Short term safety?
- Encourage new jobs, let companies keep PAYE for 1yr for new staff
- Employ for personality & value alignment. Remove arbitrary experience barriers to entry-level jobs.
- take advantage of music stars stuck in NZ, let's put on Vegas-style residencies local shows, drive domestic visitors to Auckland i.e. Lorde, Six60

Panel 4: Global Haven

Slido questions (as submitted)

- Hollywood is shut and the world has a shortage of content. - big. Opportunity for NZ
- Create the South Pacific Hollywood to leverage our Wiri screen set facility - largest in Southern Hemisphere
- How might we ensure businesses take in a TE Ao Maori approach to build Nz brand Authentically do we need to teach not only tech skills but Te Ao Māori
- Would the film industry still want to come if the tax breaks weren't in place?
- Is our government's focus on "fairness" an impediment to achieving the outcomes we need (eg allowing people in)? How can that be reframed positively?
- Is Wellington too disconnected from the business & investment opportunities afforded to nz by Covid to make fast responsive decisions? If so how to change that?
- Do you think the government should be promoting 'keyboard ready' projects instead of shovel ready!
- Can we setup tax incentives for international digital businesses to establish operations and create jobs?
- Given we are hearing that government is the handbrake - will we hear what they will do to not be the future stall for growth

- The majority (by value and number) of investor migrants come from China/Asia. A quarter of Auckland is Asian. How do we address this huge missed opportunity?
- The big constraint is the OIA to investment in NZ? What needs to change to enable NZ to take advantage of current status and settings?
- Q to Lorimer: what's the delta between capital needs of companies vs capital available to invest in Auckland? What is the balance of supply vs demand?
- There is a rhetoric that returning kiwis have received in the past when being turned down for work is that 'they don't have NZ experience'. Will that change?
- If creative tech can drive growth across the economy what do we do to make it happen? Is creative really treated as an economic driver or just a nice to have?
- We could do adverts for the globe leveraging lack of social distancing for actors
- Drive AR development - Make NZ fully AR connected
- Who is the Minister of arts and culture and what has their response been to Screentime NZ's need for help?
- We can see the creative opportunity, we have the talent, why do think we can't smash through this glass ceiling and make it happen? Is it actually a mindset?
- Run coding competitions with problem statements from the around the world to drive innovation, create global gig opportunities and unlock NZ For R&D
- Venessa thank you for your thoughts and inspiration. Can you guide us to capitalize on our "NZ premium" our own economic drivers? competitive economy? Ditch GDP
- High net worth's are important but we also need research students; young researchers are much more likely to start high-growth companies with new jobs.
- What does the panel think we can do to upskill & include older NZ in our future: the wise, experienced aged 60+ folks who can add so much value to communities?
- Need tactical insight in the public service even moreso in a pandemic ecosystem. Bureaucrat capture
- We need to say yes - Wellington only says no - they are risk averse due to accountability issues as John and Rob said - how do we get them to say yes but
- As a nation we can go from community transmission to Level 1 in 10 weeks who else can do this - this is our global value proposition
- Is govt too risk averse and the handbrake to recovery and building back better?
- Slido can we enable ideas? Currently only q&a is enabled.?
- The same message of NZ as a no go destination for luxury travellers needs to be changed to safely bring back high yield spend into NZ and save Tourism

Post-it Note submissions

- Reduce impediments to investment
- Build relationships with overseas production companies to attract projects & stimulate growth
- Review criteria for quarantine & visa arrangements for luxury travellers
- If there are 100k returning Kiwis, let's get deep insight into who they are, what they want. Staying? Investing? Short term safety?
- Why is Auckland our Gateway? When the risk to community outbreak in our GDP-driving region is huge - Why not stage our re-entry in the South Island???
- Fortress Tamaki Makaurau accelerate pre-travel
- Promote Auckland as destination for tech, agriculture, and food businesses
- Show NZ/Auckland on screen

- Anecdotally there is a 9x4 productivity decrease in manufacturer's ability to do use testing - there is an opportunity here (? UNCLEAR)
- Domestic Cruise Ships - Commercial Bay needs this approach and if we link with other events could be magic

Panel 5: Vibrant city centre and neighbourhoods

Slido questions (as submitted)

- How can we take advantage of music stars stuck in NZ, lets put on Vegas style residencies , drive domestic visitors NZ to Auckland - ie. Lord, SixSixty
- How do we redesign a city centre with people moving to remote and hybrid working?
- Use the opportunity in front of us to create to scale up a CBD based Govt presence in Auckland versus just Wellington
- Are you concerned that moving to city remote working is leading to the demise of a number of retailers/ hospo businesses given they are all so interconnected?
- How can we better use the arts and creativity to attract people to the central city?
- What is going to drive visitors to the city centre over the long term with an increase in remote working?
- Domestic Cruise Ships - Commercial Bay needs this approach and if we link with other events could be magic
- How will the city centre adapt and become agile to accommodate the change in shopping and leisure habits? What are the opportunities for the city centre
- Pam thanks for bringing the heart to the city centre! Can we redefine city centre to be economically vibrant? Spend? do away with growth and GDP to opportunity?
- Given the massive move to digital and remote working this year, isn't the idea of a central commercial district now old world thinking?
- It's great to have the focus on the city centre but what happens/ needs to happen in other key Akl urban centres to sustain the Akl economy and drive recovery
- Resurrect the HHI (hip Hop international) dance competition to Auckland
- Are we telling the story of Auckland effectively to the rest of New Zealand? How can we improve?
- Set Queen St up as the global gold standard for Post Covid shopping to incorporate contact tracing and a test bed for AR Development
- confused. Viv is saying heart of the city is busy, but in herald articles saying "recent pedestrian count was a quarter down compared to last year"?
- What about our suburbs & neighbourhoods? They are one of our strongest assets but need investment
- Have Heart of City looked at increase in visitations to CBD since APO , NZSO, and Opera company started programmes last month
- Leverage the empty commercial shops for start up's. - ie 2 months free then month to month - Stimulate people to give business ownership a go
- How are we integrating IoT into the city centre experience?
- But what about the rest of Auckland...?
- Surely the ACCELERATION of freeing up prime leisure, retail, tourism & residential at the waterfront (moving the Port) must be the answer for CBD growth?
- What's the role of public transport in a thriving city centre? Traffic is horrific again.

- How do you make the new CBD COVID/pandemic safe and resilient with regards to health, economic and social impacts?
- What about offering rent free space for companies decimated by Covid - staff then spend in city centre - when business comes back, they'll be set up and can pay

Post-it Note submissions

- A city centre drives productivity - Local & Central Govt. needs to recognise Auckland City Centre's contribution
- Gap in international spending - come back to this
- City centre improvements will increase domestic tourism and spending - further investment and spending?
- Central city events to drive visitation
- Tech companies drive development of central Auckland
- Continue building arts & cultural experiences
- Widen access at different price points to satisfy domestic demand
- Conventions as an attraction for tourism
- Develop bus lanes and public transport to provide more access for a more agile workforce
- Focus on and highlight local areas that may need a boost i.e. Albert Street
- Work experience programmes for disadvantaged, work with local businesses to provide access
- Build taller in CBD to drive a more expansive & vibrant city centre
- Promote Auckland's new waterfront & "brand new city"
- Move govt offices to Auckland CBD
- Improve traffic and access to CBD (sub 30 min travel times?)
- Urban food - aeroponic systems, data driven optimisation, repurposed buildings
- CBD discussion is old, there are other parts of Auckland that can benefit from growth and thrive - who is planning for this and what does it look like?
- Use the opportunity in front of us to create to scale up a CBD-based Govt presence in Auckland versus just Wellington
- Workplaces - their role as agile innovation hubs
- CBD vacant spaces repurposed - private property used for the arts
- Leverage the empty commercial shops for startups. - i.e. 2 months free then month to month - Stimulate people to give business ownership a go
- Relocate the port, create vibrant waterfront with multipurpose venue
- More residential units in the CBD
- Remove height sight line restrictions in the CBD to make it economic to build tall
- Resurrect the HHI (hip Hop international) dance competition to Auckland
- take advantage of music stars stuck in NZ, let's put on Vegas style residencies, drive domestic visitors NZ to Auckland i.e. Lorde, Six60
- Domestic Cruise Ships - Commercial Bay needs this approach and if we link with other events could be magic
- Establish a seasoned entrepreneurs kaitiaki group that supports a portfolio of business we want to scale
- Set Queen St up as the global gold standard for Post Covid shopping to incorporate contact tracing and a test bed for AR Development
- Big businesses in the CBD helping small businesses in the CBD

Panel 6: Recovery for a sustainable future

Slido questions (as submitted)

- There is a lot of investment going into the waterfront and Wynyard Qtr; why, when we are on track for significant sea-level rise?
- EV commercial transport needs not only renewable energy but fast charging networks in our urban environs - shouldn't we be looking at shovel ready in this area?
- Water-Akld. No water-no tourists. The Waikato looks obvious rather than treating water. Panels view on dealing with this sensitive issue?
- Ecological economics link spending to finite energy resources. If we are mass borrowing a finite resource from future generations how will we ever payback debt?
- Government instincts bias towards protecting incumbent interests in time of crisis. How can business and government align around long-term health of the system?
- Buying electric cars does help the economy, we go from importing energy from overseas to domestically producing it. (We were doing it anyway).
- How might our indigenous knowledge take centre stage in building a regenerative economy in NZ?
- Here here Rob!
- can you address the businesses in the room worried about future revenue and demand, and risk of laying off staff—what does this mean in real practical terms?
- Climate change realities will reshape our economy whether we like it or not. Weather events, sea lvl rise, rising global temps. Challenges to opportunities.

Post-it Note submissions

- Business ecosystem across sectors - supporting each other
- Back 'winners' - form clusters around them to help them all scale
- Regenerative businesses need to assess systems level challenges, work together and attack problem together
- Bring together businesses that would not normally work together to problem-solve
- AKL as the largest marae in the world
- SMEs in hospitality, retail, and tourism need to collaborate and form co-ops
- Combines and consolidate business scaling support services
- Employee owned co-op start-ups
- Move from competition to kaupapa
- Improve money circulation and flow - improve processing speed for invoices etc
- Ensure that the destruction caused by change is creative
- Use network of libraries as remote working hubs & networking hubs
- Accelerate access to digital tools (to increase productivity)
- Fast track business measurement capabilities
- Unlock private capital to scale climate actions now
- democratise access to tech & capabilities that accelerate growth
- Become the most digitally enabled city & country on the planet
- Solve Auckland's water problem - water and essential part of attracting tourists
- Policy going forward will need recognise that we're poorer now than before covid. Need to re-assess funding priorities going forward
- MBIE and ATEED to work together to establish urban growth funding
- Infinite growth & production doesn't fit within the boundaries of a finite planet
- Seek deeper benefits from public procurement
- Re-think local government finance to enable the investments we need

- De-carbonise maritime & public transport
- Sub industrial heat to electric heating
- Become almost entirely renewable via solving wind & solar problem
- How can we use the health challenge to help solve our previous system's level challenges?
- We should be thinking about what types of industries can help solve our climate problems, and also go out and help overseas problems
- Become a leader in sustainable activity and generate jobs
- COVID a chance to set new direction, with sustainability as a brand for NZ - enormous competitive advantage
- Play to our skills, real and perceived (and market perception is a very real thing)
- tourism inventory consortium - (open GDS, real time data)
- Don't forget food - Auckland is the export hub, we need to add value to it first (within sustainable limits)
- Keyboard-ready projects such as transport operating system
- Catalyse, nurture, support and grow industries that can export climate solutions --> attract huge global investment?

Panel 7: Health and social cohesion

Slido questions (as submitted)

- Based on your experiences through the lockdown, what actions do you need from government and Auckland business to support your work?
- Covid has exposed social issues in 'richer' countries—pointing to big structural probs. Would you agree we are better off here or are gaps just better hidden?
- Precious- what would you do differently if a second wave hit? (you mentioned you'd do things differently)
- Kirstin, what cultural changes have happened at Vodafone since COVID
- Meitaki Ranjna for calling out the Moa in the room.
- Every panel's talked about youth education. What about inclusion & reskilling of our older generation? After age 50 people have up to 50 more yrs to contribute
- Collaboration - how do we enable this and at same time move with more speed esp in terms of business & social recovery Collaboration can slow our responsiveness

Post-it Note submissions

- Online counselling services - not just in lockdown conditions, but also allows expansion of capacity and widens reach
- Kaupapa driven digital infrastructure (Kawanatanga)
- Rebuild economy with equitability as a key principle
- close equity gap by tackling racism
- Shift from competition to kaupapa on things that really matter to society
- Businesses can reconsider/lower profit goals for next 6 months, focus instead on people & wellbeing
- Lean towards manaakitanga, kaitiakitanga, as key values
- Adopt a build back better mentality and framework
- Rebuild must be driven by a need to create economic and social equity – we want a different economy that enhances our economy and many of our people, a circular economy
- Co-op housing (govt, banks, insurance companies, RMA joint project)
- Funded industry collaboration projects

Panel 8: Creative tech ecosystem

Slido questions (as submitted)

- Are the panelists asking skilled Kiwi expats to return? They don't need visas and come home with networks
- Spark has never been one to partner with local ventures. Can a leopard change its spots?
- Simon, do you think the fact that many high growth companies are listing on ASX instead of NZX is a problem for long term health of tech/innovation sector?
- Re missing money in middle: 2 Q's: is there pipeline for a \$200m fund? And how do we 'clean up' angel rounds which burden companies w preferences etc
- Government and Local Government could significantly impact revenues of local tech businesses by using their products. What can be done to encourage that?
- Could we as a business community tell the Govt and INZ the half a dozen categories of priority people we need through the border now for Auckland?
- Erica hinted at a fourth key initiative to share?
- Worth noting that Icehouse Ventures is raising a fund of several hundred million for Series A-D investments for growth companies.
- Simon: kiwisaver is our largest funds management sector, yet there seems to be a disincentive for KS to invest in emerging business? Is this an opportunity
- What's the one thing the next government should do to help nurture this creative ecosystem?
- Could a loan scheme or or repayable be used to digitise existing companies that need to innovate and improve productivity.

Post-it Note submissions

- Utilise tech to boost productivity
- Democratise access to technology (via cloud)
- Digital identity Trust framework
- Platform Co-ops. Employee ownership. No borders (i.e. Uber)
- Citizen owned and controlled personal data
- Peer to Peer payment network - zero transaction fees
- Storytelling is evolving. Screen as we know it is dying. Content distribution is becoming democratised. Support creators DIRECTLY to create & distribute through to their own audiences
- Pay the young, digital, social creators to create, full stop. And get out of their way!
- Scale creative tech in West and South Auckland - where Maori and Pacifica youth are and will attract them into jobs
- The screen and creative sector can power significant job and economic growth in South and West Auckland immediately.
- Shortage of international content - Auckland can fill this gap
- Recognise that digital & creative are horizontal enablers of everything* - don't put them in vertical silos - think/act outside the box (*social cohesion, employment, business growth, low carbon economy, weightless & barrier free trade, culture & identity)
- Govt/ local govt. to "strongly prefer" Auckland/NZ based tech
- Switch to local tech brands not offshore brands.
- Use NZ-owned platforms ahead over overseas owned
- Tech-enable more sectors / Grow our digital capability
- NZ govt needs to lift its own digital capability
- Matchmake exited international entrepreneurs with local companies.

- Need the seasoned entrepreneurs to tap into.
- Back emerging mid-sized creative tech companies
- Upskill senior public and private sector leaders in digital competency.
- Overhaul global attraction visa.
- Digital apprenticeships
- Accelerate tech in Tamaki Makaurau
- Combine and scale support ecosystems (incubators, etc).
- seed capital is easy, harder to get money in the middle (need a scale funder)
- Build up hand in hand with competitors
- Grow experienced entrepreneurs, advice is available so use it

Q&A: Rt Hon Helen Clark, with moderator Fran O'Sullivan

Slido questions (as submitted)

- How do we make government work faster and more effectively responding to and making decisions on the issues we've discussed today?
- Should NZ have a Royal Commission into our own response? It seems the principal is similar...
- How can the idea of a High Net Worth / Highly Skilled visa program for NZ to bring in capital and/or skilled people be made politically acceptable?
- Should we have a four year election cycle?
- How concerned are you about a war between US and China?
- What do you think are the opportunities and risks to NZ from the pandemic overseas with regards to pharmaceutical drug availability, food insecurity etc.?
- For Helen Clark and from ATEED report we are in 92 percent of our economy with 8 percent from tourism and int education do u suggest we work on comp. sectors
- How can we better tell the story of Aucklands importance to New Zealand's prosperity? There is opportunity here worth investing in for benefit of all of NZ
- Do we need to be planning and building an infrastructure for a future that has repeating pandemics, potentially worse than what we are facing now?