



## Strategic Plan 2017-2019

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# North Shore Events Centre Trust

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## About Us

The North Shore Stadium Trust Board was formed in 1986 to initiate the building of the North Shore Events Centre (“NSEC”). The NSEC was opened in September 1992 and operated by the North Shore City Council under the auspices of the Stadium Trust Board. A key aspect of the operations at NSEC has always been a preferential split between the Community and Commercial use of the building.

In January 1998 the ownership, management, operation and development of the facility were transferred from North Shore City Council to the North Shore Events Centre Trust Board.

The NSEC is located in Wairau Valley and is centrally located to most parts of the North Harbour region. The centre is just 10 minutes from the Auckland City, 40 minutes from the airport and with good access from the northern motorway, is accessible to the whole Auckland region. The Harbour Basketball Association and North Harbour Gymnastics Centre have their offices located in and operate from the NSEC.

The NSEC has, in the past attracted significant regional and national events on a regular basis, however in the mid 1990s the loss of an Environment Court battle related to noise outputs saw NSEC lose its position as a dominant force in the sport and recreation market in Auckland. 2005 saw the opening of The Trusts Stadium and 2007 Vector (now Spark) Arena. These new venues combined with the environment court ruling collectively left NSEC significantly out of the attraction events circuit.

In 2016 the operable Unitary Plan for Auckland once again enabled the delivery of high volume and visitation events, however the venue has long since disappeared from the event radar and is widely perceived as out of date and “tired”.

This plan sets out to begin a significant pathway back to being regionally significant and ultimately working towards a community driven redevelopment of the facility.

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## Our Stakeholders

At the Trust level our stakeholders are many and varied, they span a wide cross section of the Auckland community and include;

- Regional Facilities Auckland Ltd
- Local Boards
- Principle User Groups
- Auckland Council
- Sport North Harbour
- Other Community facilities on the North Shore
- Trustees & Staff
- Sponsors / Supporters

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## Our Strengths

1. The intimacy of the venue
2. A well established name in Auckland
3. Committed team of staff
4. Financially sound operation
5. Parking is a significant strength
6. Excellent zoning underlay for growth

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## Our Weaknesses

1. A tired building, venue of last choice
2. Not a welcoming experience at the venue
3. Lack of direction on what are we here to do
4. Not as appealing to commercial hirers as other venues
5. Sprung floor is becoming outdated
6. No real role in Auckland venue landscape beyond Breakers games
7. Unsustainable future finances
8. Current maintenance inputs don't reflect the age of the building
9. Confused staffing structure and “greying” of Operations & Governance undermines stakeholder confidence.

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## Our Opportunities

1. The new unitary plan zoning creates new opportunities
2. We are able to leverage support from RFA and the ability to “tap into” a bigger network
3. Growth in North Shore & Auckland population is creating opportunities for new use
4. Introduction of new leadership (alongside current) on the board will support new growth
5. The predicted growth in the facilities network across Auckland may present opportunities to expand NSEC

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## Our Threats

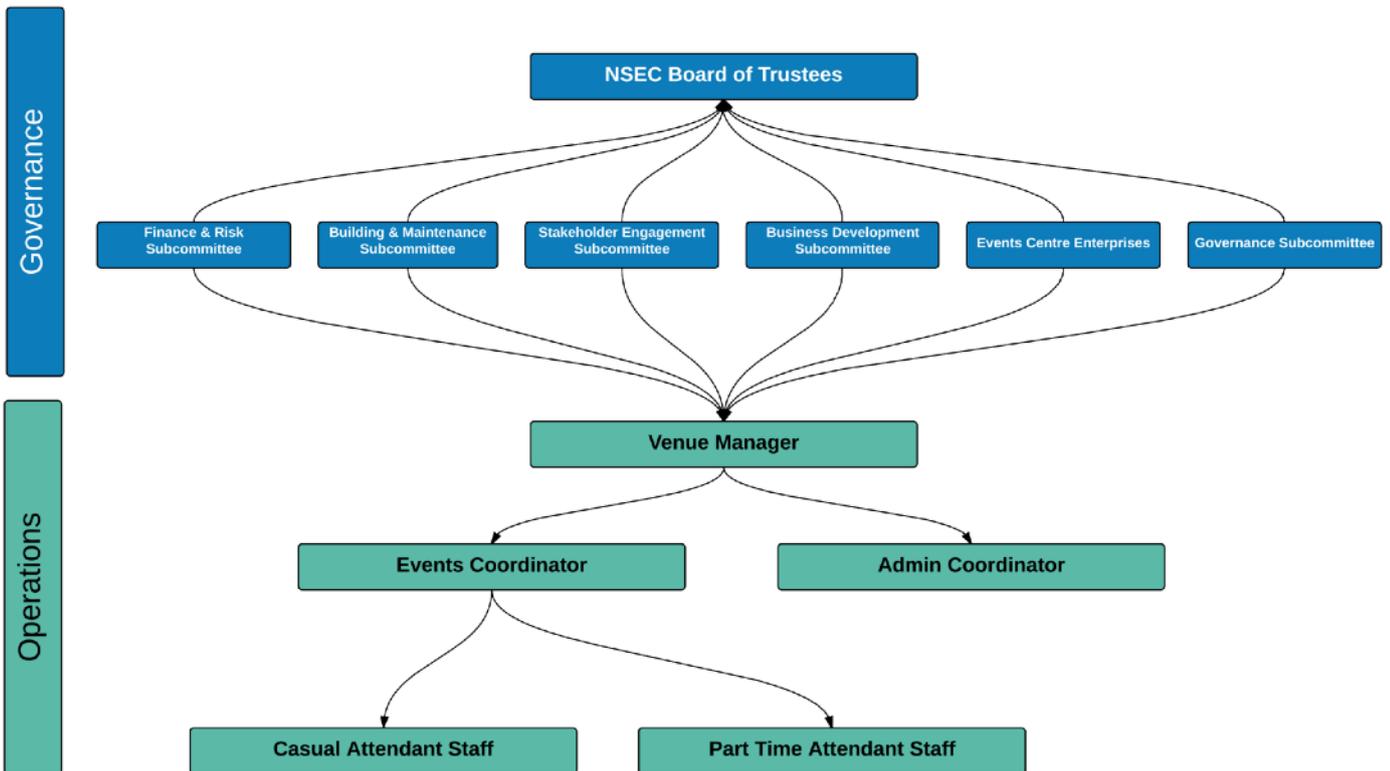
1. Restrictions placed on the site by Reserves Act limit future opportunities
2. Failure to adapt to changing community demands will render NSEC un-needed
3. Ageing venue is over half way through its expected lifespan and will require significant investment inside of 5 years
4. Other venues in Auckland have, until now crowded out the event space. NSEC have to re-insert ourselves at an appropriate place
5. Loss of confidence in the board by either RFA or Council could see reduced future support, financial and other
6. Losing current users/or clients while moving to a more sustainable footing

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## Our Structure

Our structure is designed to be efficient, effective and accountable to our stakeholders

This will be reviewed annually in line with our Strategic Outcomes to ensure we are staffing to meet our goals, not setting goals which keep staff.



# North Shore Events Centre Trust Strategic Plan

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## Our Ultimate Goal

To be recognised as a preferential multipurpose campus for both community & commercial sport & recreation across the region.

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## Our Mission

To support our community with high quality memorable experiences that enrich lives and foster social capital.

# Strategic Outcomes

Our strategic outcomes are key aspects of our business that we prioritise our decision making around. These outcomes serve to keep us focused and ensure we deliver over a specific period. In the business plan these outcomes are broken down into deliverable initiatives and actions to be taken by owners with measures.

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## 1. Deliver Memorable Experiences

To regain our position in the Sport & Recreation market we must deliver an experience that goes beyond just content and creates a positive door-to-door visitor experience for our visitors. We will do this by;

1. Having a staff structure and team that are equipped to deliver a highly customer curated experience
  2. Having a highly customer centric team of staff who are outcome focused
  3. Ensuring our team are highly adaptive and flexible to our customers needs
  4. Making sure our clients *want* to come back to us out of choice.
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## 2. Maximise Use of Our Facilities

We will aim to provide facilities that are well maintained and used by the region. Our facility should never look “unloved” and should become a positive reflection on our clients business. We will do this by;

1. Ensuring our facilities are welcoming, inclusive and well presented
  2. Minimising downtime in the facilities
  3. Working to increase the diversity of use and by growing visitation to our facilities
  4. Maintaining and consistently upgrading our facilities to improve the experience
  5. Working with RFA to ensure NSEC is considered in future council facility developments on the North Shore.
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## 3. Become Sustainable

To be sustainable means more than just environmentally. Sustainability for us means we will;

1. Maximise income and visitation at our facilities
2. Operate according to “best practice” governance principals
3. Work to reduce reliance on grants and grow sponsorship
4. Reduce our environmental footprint

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## 4. Cultivate Our Relationships

In order to win new clientele we need to build our relationships across the region and position ourselves carefully. We will....

1. Continue to maintain and build our relationships with our Principle User Groups
2. Build relationships with key sporting and event stakeholders in North Shore & wider Auckland
3. Treat our clients, guests and Principle Users as friends and build our growth on that foundation
4. We will regularly communicate with our communities to promote our Facilities
5. Leveraging our partnership with Regional Facilities Auckland to benefit the North Shore Community.