

RUGBY WORLD CUP 2011: EVALUATION REPORT



**Auckland
Tourism, Events
and Economic
Development Ltd**
An Auckland Council Organisation

**Auckland
Transport**
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**Regional
Facilities
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MESSAGE FROM THE CHIEF EXECUTIVE

December 2011

It has only been a few months since Auckland was the hub of Rugby World Cup 2011, but our region has been transformed forever. Most of us hold extremely fond memories of the tournament itself, the numerous events surrounding it which showcased Auckland to the world, and, of course, the result, with the All Blacks winning the cup for the first time since 1987.

I am very pleased to present this evaluation report on RWC 2011 and Auckland's role in the hosting of it. It is a largely independent report, with three external consultants led by Sapere conducting the evaluation, along with Market Economics and Gravitas. Evaluations have also been incorporated from lead agencies Auckland Council, Auckland Transport, Auckland Tourism, Events and Economic Development (ATEED), Regional Facilities Auckland (RFA) and Waterfront Auckland.

Overall this evaluation is very favourable and commends the efforts of the multiple agencies involved in the hosting of 15 matches in Auckland over the six weeks. Almost 750,000 fans attended matches at the two Auckland stadiums, Eden Park and North Harbour Stadium. RWC 2011 was a world-class experience for the estimated 107,000 domestic and international visitors who visited the city and an invaluable opportunity to establish Auckland as a desirable major events destination.

Consider the fact that the Auckland Council Group delivered around 139 individual projects to carry out the city's role in hosting RWC 2011. We learned lessons from every single one of them - 99 per cent of which were positive, some which showed opportunities for improvement. We have not only hosted a successful tournament but also learned lessons that will make Auckland a better major events destination in the years to come.

I would like to take this opportunity to whole-heartedly thank all of our staff and contractors for their hard work before and during the tournament. They are the ones who ensured the region looked its best at all times. Thanks also to our partners, including the New Zealand Police, St John Ambulance and the utilities. I also want to make special mention of the stellar work of the some 2000 volunteers, including Māori, Pacific Island and Asian wardens, who put in more than 150,000 work hours. Finally, thanks to the people of Auckland both for enduring the disruption that went ahead of the tournament and then for coming to the party and making RWC 2011 the fantastic event that it was.

The All Blacks hold the World Cup for the next four years. Auckland Council is absolutely committed to maximising the city's long-term benefits from the tournament for considerably longer than that.



Doug McKay
Chief Executive
Auckland Council

ABOUT THE RESEARCHERS

Sapere Research Group, Market Economics and Gravitas partnered to provide the mix of services required to deliver the evaluation of the Rugby World Cup 2011 in Auckland.

- Sapere provided overall project management, analytical and drafting expertise.
- Market Economics provided analytical and modelling expertise.
- Gravitas provided market research expertise.

The output from this partnership can be found in Section A, B, C and E.

The report was commissioned by the Auckland Council Group comprising:

- Auckland Council
- Auckland Tourism Events and Economic Development
- Auckland Transport
- Regional Facilities Auckland
- Waterfront Auckland.

To augment this independent evaluation, the Auckland Council Group conducted an appraisal of the fifteen programmes of work delivered by the Auckland Council Group. This can be found in Section D.

SAPERE RESEARCH GROUP

Sapere Research Group is one of the largest expert consulting firms in Australasia and a leader in provision of independent economic, forensic accounting and public policy services. Sapere provides cost benefit analysis and business case advice, independent expert testimony, strategic advisory services, data analytics and other advice to private sector corporate clients, major law firms, government agencies, and regulatory bodies in New Zealand and Australia. In the context of urban economics, we provide advice on strategy, regulation, business cases, innovation parks and infrastructure funding and provision.

MARKET ECONOMICS

Market Economics Limited is a leading independent consultancy specialising in economic research, policy and market analysis and ecological economics. We apply leading edge and innovative approaches to projects and are noted for our rigorous analytical techniques and innovative modelling capabilities, supported by extensive information resources. Our work centres on examining the relationships between supply and demand across sectors, markets and locations. We have considerable expertise in assessing the economic, social and environmental impacts and implications of development programmes, policy directives and decisions, and one-off events. Our analytical and interpretation expertise, combined with our wide ranging experience base, puts us in the unique position to add significant value to planning and strategic decision-making processes.

GRAVITAS

Gravitas specialises in high quality research design and delivery for the service sector. We have direct experience of market research as input to EIA and of surveying in relation to events. We offer a senior experienced team, solid design skills, great attention to detail, tenacity and the resources to deliver large scale and diverse research in short timeframes.

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EXECUTIVE SUMMARY

Rugby World Cup 2011 (RWC 2011) was the largest event hosted in New Zealand. Out of the 48 RWC 2011 matches across New Zealand between 9 September and 23 October 2011, Auckland hosted 15 matches, including three matches that had to be accommodated following the Christchurch earthquakes.

While Auckland's primary focus was on supporting the delivery of the Tournament itself, Auckland also hosted a programme of activities ranging from business investment, to free concerts to community festivals.

The Auckland Council Group commissioned Sapere Research Group and its partners Market Economics and Gravitas, to carry out a comprehensive evaluation of the immediate and legacy economic and social impacts in Auckland; and Auckland's contribution to RWC2011, using an evaluation framework developed by the Council Group. A third aspect of this evaluation is to monitor the level of disruption to residents and businesses' normal activities.

The independent evaluation was augmented by the Auckland Council Group's appraisal of its fifteen programmes of work.

This report presents evaluation findings to date and predominantly comprises the results of a series of market surveys undertaken of key audiences both during and after RWC2011 and lessons learned from those Auckland Council Group staff involved in the various programmes. A full report is due in April that will include remaining aspects, notably the results of the economic impact modelling, full media monitor and cost analysis.

SCOPE AND METHODOLOGY

This report delivers findings of an independent and objective evaluation of RWC 2011 in Auckland.

The evaluation began immediately after the Final match and measures:

- the immediate and legacy economic and social impacts in Auckland
- Auckland's contribution to planning and delivering a world-class Tournament.

Auckland Council and its council-controlled organisations developed a vision for the return on its investment, based on five strategic objectives and five legacy goals of making the most of the waterfront, telling the world Auckland's story, taking pride in place, making public-transport use a habit, and positioning Auckland as a major events destination.

This report presents findings on how well the event met these aspirations. An update, due April 2012, will offer a deeper analysis of the research and draw final conclusions once long-lead data becomes available.

The scope of the evaluation has been limited to the event itself and the period leading up to it. Five main channels were used to source information:

- I. External sources such as the bank card database
- II. Input/Output and CGE Modelling (estimates economic impacts)
- III. Market research
- IV. Media monitoring and analysis of international media coverage
- V. Evaluation reports of the fifteen programmes and 139 projects

Assessing the non-monetary impacts of the event is largely reliant on opinions and experiences collected in a robust way through the following surveys:

	Sample	Margin of error ¹	Survey method	Status
Residents survey	n= 1,009 (quoted and weighted to the Auckland population)	± 3.1%	Computer Assisted Telephone Interview (CATI)	Complete
Visitors survey - Domestic	n= 471	± 4.5%	Online Survey (recruited in person during the tournament)	Complete
Visitors survey - International	n= 852	± 3.3%	Online Survey (recruited in person during the tournament)	Complete

¹ Maximum error at the 95% confidence level - Business and media surveys are not yet completed, hence margins of errors are based on present sample sizes

General Business survey	n=476 (Interim) (quoted and weighted to reflect the distribution of businesses in Auckland)	± 4.5%	Online Survey (recruited randomly via telephone)	On-going
Match Ready business survey	n=194	± 7.0%	Online Survey (of database)	On-going
Business Club survey	n=69	± 11.8%	Online Survey (of database)	On-going
Media survey	n=73	± 11.8%	Online Survey (of media contacts collected by ATEED)	On-going

The report is structured in two parts, with the first part providing results of (i) to (iv) from the independent evaluation and the second part looking at (v) prepared by the Auckland Council Group.

OVERALL RESULTS

Surveys indicate that the RWC2011 in Auckland is regarded as a very successful event:

Regardless of which team wins/won, RWC 2011 in Auckland has been a successful event	Agree	Disagree
Auckland residents	89.3%	3.3%
Auckland businesses (interim results)	89.6%	3.9%
Domestic visitors	96.2%	0.6%
International visitors	95.4%	0.5%
Visiting media (interim results)	91.8%	2.7%

These surveys also indicate a substantial majority of visitors gained a very positive impact of Auckland during their stay:

	Domestic visitors	International visitors	Visiting media
Auckland is a great place for an event of this kind	93.4 % Agree 0.6% Disagree	90.9% Agree 2.2% Disagree	87.7% Agree 4.1% Disagree
Quality of service provided overall by Auckland	93.3% Good / Very Good 0.4% Not so good/Poor	95.3% Good / Very Good 0.6% Not so good/Poor	90.4% Good / Very Good 1.4% Not so good/Poor
Auckland has attractions and things to see and do	93.2% Good/Very Good 0.2% Not so good	90.0% Good / Very Good 2.0% Not so Good/Poor	75.3% Good / Very Good 4.1% Not so Good/Poor
Friendliness of the local people	92.3% Good/Very Good 0.2% Not so good	93.2% Good/Very Good 2.2% Not so good/Poor	93.6% Good/Very Good 4.2% Not so good/Poor
Likely to recommend Auckland to others as a place to visit	88.3 % Likely/Very Likely 1.7% Unlikely/very unlikely	92.0% Likely/Very Likely 2.2% Unlikely/very unlikely	87.7% Likely/Very Likely 2.8% Unlikely/very unlikely

Source: Visitors Survey: International and Domestic, and Visiting Media survey-interim results

Finally, surveys also indicate strong support for bidding for similar events in future:

Auckland should bid to host future large events in the future	Auckland residents	Auckland businesses (interim)
Agree	83.1%	69.7%
Disagree	7.8%	15.6%

Source: Auckland residents survey and Auckland businesses survey-interim results

Results of these magnitudes – and consistency - seem quite rare for public opinion surveys and are perhaps all the more surprising given some of the concerns expressed around the management of Opening Night. It would seem that RWC2011 is widely regarded as a positive event and one that generated good will for Auckland and for the holding of future events in the region.

The updated report due in April will set out the economic impacts of the RWC2011 on Auckland.

PARTICIPATION AND IMPACTS

“Staging a benchmark event” was the first of Auckland’s strategic objectives for RWC 2011.

ATTENDANCE

Eden Park crowds reached 633,453 over 11 games, peaking to 61,000 for the Final. An additional 110,884 spectators attended North Harbour Stadium over four pool matches.

Queens Wharf attracted over a million people during the tournament, and four additional Fanzones gathered crowds totalling just under 125,000. A total of over 120,000 people walked the Fan Trail that linked Auckland’s waterfront to Eden Park for matches.

The Opening Night on Auckland’s waterfront brought together up to 150,000 residents and visitors. Many more gathered across the CBD, in parks and other venues across Auckland to enjoy the fireworks display, the largest ever in New Zealand. An estimated 1.7 million people nation-wide watched the event on television, also a New Zealand record, and viewers world-wide were an estimated 75 - 100 million².

ENGAGEMENT BY LOCAL RESIDENTS

Surveys indicate that Auckland residents and businesses took a strong interest in the Tournament. Nearly every resident (95.7%) watched at least one match on television, and a majority of Auckland residents (54.9%) actively participated in RWC 2011.

One in 15 Auckland residents surveyed reported that a member of their household had volunteered to help at RWC 2011 events. The collective efforts of volunteers amounted to an estimated 150,000 hours, or the equivalent of over NZ\$2m in donated labour. Survey results show an overwhelming number enjoyed the experience and would volunteer again for future events.

Other significant areas of community engagement included the Adopt a Second Team programme, which attracted three-quarters of all Business Improvement Districts / Mainstreets. Ninety five per cent of Auckland’s primary and secondary schools participated in the Schools Programme – some 145,000 students. Many community sectors took part in supporting visiting teams, through airport acknowledgements (attracting 8,100 supporters) formal welcomes (10,900) and open training sessions (13,600).

A minority (18.7%) of residents weren’t able to fully participate in RWC events. The most common reasons were work commitments, financial and family constraints, and difficulty getting to the event.

² Julian Grimmond, producer, Global Film Solutions. The estimate is based on the live and news audiences of the international territory broadcasters who took the worldwide feed. An estimated audience of 75 – 100 million is regarded as very good.

ENGAGEMENT BY DOMESTIC AND INTERNATIONAL VISITORS

RWC 2011 led to a major influx of overseas visitors to New Zealand (133,200). Most hailed from Australia (55,200), the UK (19,100), France (11,100) and South Africa (8,500). Of the overseas visitors surveyed, 95.9 per cent were interested or very interested in RWC 2011 and 81 per cent attended RWC matches in Auckland or elsewhere. Of international visitors surveyed, 91 per cent of international visitors surveyed agreed that Auckland was a great place for an event of this kind (2.2% disagreed); and 92 per cent indicated they would recommend Auckland as a place to visit.

Of surveyed domestic visitors, 74.1 per cent reported being very interested in RWC 2011 and 71.3 per cent attended matches (out of which more than half were Auckland-based games).

BUSINESS IMPACTS IN AUCKLAND

Interim results show that while *interest* amongst Auckland businesses in RWC 2011 was extremely high at 87.4 per cent, fewer than a quarter of businesses felt a sense of involvement in the events.

A survey of 500 businesses in December 2010 found 83 per cent believed RWC 2011 would have a positive impact on their business. Over half of the respondents thought they were well prepared. Yet post-event data shows only a small proportion (8.9%) of Auckland businesses believed RWC 2011 had benefited them.

Respondents in the hospitality sector (18.2%) were more likely to have reported positive effects from the event than retail-sector respondents (4.5%). Reports of benefits varied by location, and businesses employing more than 50 employees were much more likely to cite benefits from the event than small operators.

With 107,000 additional visitors in Auckland over the period, the low reporting of positive effects by business may be a reflection of an uneven spread of benefits.

A number of businesses took part in the three initiatives designed to promote NZ business to international visitors: the Auckland Match Ready programme and the NZ2011 Business Club and showcasing events. Among the businesses that signed up for Match Ready, 39.5 per cent agreed that RWC 2011 had been beneficial to their business, and 43.7 per cent disagreed.

Comments from business leaders at events showcasing Auckland industry spoke of valuable networking opportunities. Of those surveyed in the Business Club survey, 42 per cent reported having significant leads to follow in the next three months.

“Maximising the economic return” was another of Auckland’s five strategic objectives for RWC 2011. The modeling on economic impacts due in April will aim to shed further light on the overall economic impact and potential differences between sectors.

SOCIAL IMPACTS IN AUCKLAND

Auckland residents surveyed indicated that 89.1 per cent were proud of the way Auckland hosted visitors (a legacy goal) and that RWC 2011 had a positive impact on Auckland as a community, as well as themselves as individuals. These results are all the more surprising given concerns expressed and extensive local media coverage of transport and safety measures on Opening Night.

Within the heightened activity of RWC 2011, Auckland appeared to meet its strategic objective to maintain its regular services. Businesses reported minimum disturbances to city-run services, with 96.3 per cent feeling that tasks such as rubbish collection, street maintenance and public transport were the same or better during RWC 2011, compared with the level of usual services.

Auckland residents also reported that in future they would be likely to use public transport more – one of the five legacy goals (36.5%), feel inspired to participate in sport or be more physically active (39.8%) and get involved in sport as a coach, official or volunteer (26.8%).

IMPACTS ON PLACE MAKING

“Leave the positive legacy” was a strategic objective for Auckland as the main host for RWC 2011. The event has been a catalyst for significant improvements to stadia, transport, waterfront development and parts of the CBD such as the development of shared spaces in Fort Street, and Elliott and Darby streets. Some projects have been uniquely delivered for the event, while others were brought forward or upsized to cater for the Tournament.

Of particular importance – and consequently, one of the five goals – has been the opening of Auckland’s waterfront to the east and the west of the Viaduct Harbour. Both Queens Wharf and Shed 10 were upgraded and a temporary venue (The Cloud) developed, while Wynyard Quarter also underwent significant redevelopment.

The public transport system was also improved, with Kingsland and Morningside station upgrades and the development of the Strand rail station as a back-up option to Britomart. Finally, a number of areas were upgraded, such as the Eden Park Precinct.

Of residents surveyed 78.8 per cent agree that improvements made to the CBD and waterfront area will reap long-term benefits for Auckland. Business survey results were similar.

COSTS AND PROGRAMME DELIVERY

FUNDING FOR THE RWC 2011 IN AUCKLAND

A detailed summary of funding and costs for RWC 2011 in Auckland will be incorporated into the April 2012 report.

ASSESSMENT OF PROGRAMMES AND PROJECTS

Auckland's RWC 2011 planning and delivery encompassed 139 projects, delivered across several agencies: 75 projects by ATEED; 27 projects by Auckland Transport; 23 by Auckland Council; ten by Waterfront Auckland; and four by Regional Facilities Auckland.

The Auckland Council Group conducted its own appraisal of the fifteen programmes of work it delivered and commissioned independent appraisals for a couple of programmes (e.g. Opening Night). The programmes were:

1. GOVERNANCE AND KEY INTERFACES

Governance of RWC 2011 in Auckland operated for five years, from the initiation and bidding in 2006. Initially the collaborative responsibility of the eight councils in Auckland, governance oversight shifted in 2009 to sit with the Auckland Transition Agency. When the new Auckland Council was in place, primary accountability for coordination of the event was transferred to Auckland Tourism Events and Economic Development (ATEED), a council-controlled organisation.

Auckland residents were asked to identify which organisations were responsible for the planning and payment of these events. The majority (62.3%) made the link with Auckland Council and/or ATEED.

The Governance programme encompassed all of the coordination and reporting of the whole of Auckland RWC 2011 programme and the elements of the programme that were delivered across the whole (such as budget and risk management).

Good governance of mega-events is key. Steps were taken to put in place a governance structure from top to bottom that was empowered, had a budget, the right parties and could make the right decisions. The governance structures ranged from the political level, chief executives, key management down to operational delivery.

RWC 2011 success in Auckland depended on sound relationships between key delivery partners and the use of robust project management disciplines and methodology. This enabled Auckland to deliver the Tournament largely as it had been initially planned, with two notable changes: the first expansion of the support services in response to the relocation of matches from Christchurch to Auckland; the second being the extension of Fanzone activities following the Opening Night.

A challenge in Auckland's preparations was navigating the previous complex governance structures of an eight council region and the subsequent amalgamation of these councils into the Auckland Council in November 2010. Auckland's RWC 2011 governance structures changed multiple times with personnel and leadership changes also occurring.

Lessons for future mega events include that governance structures need to be adaptive and predictive of these changes to ensure that key deliverables and event planning are managed through these periods. Mega events also need a 'most senior' sponsor who is responsible for delivery (not just an organisation) who has a mandate to lead, commit and challenge.

2. CITY OPERATIONS

The RWC2011 operational programme included four key elements.

Firstly, the overall command and control structure, involving a network of operations centres and protocols for stakeholder communications and decision-making. The Major Events Operation Centre (MEOC) provided a centralised command centre for all service providers and delivery agencies (including event management, transport, police and other emergency services, utilities and cleaning services) and was a critical part of Auckland's response and issues management during the Tournament. All participants have requested the MEOC operate for all future major events.

City Services encompassed cleaning, graffiti and waste management, and other public-amenity issues. Initiatives such as the Rapid Response Cleaning Crew enhanced the capacity of City Services considerably for RWC 2011. Similarly, all incidents of graffiti were treated as critical and given a maximum two-hour response time.

The third aspect involved managing a variety of support facilities including temporary campervan sites, team training venues, and cruise ship berthing.

The final aspect involved management of the regulatory environment to help streamline consents and special licenses to meet the scale of the Tournament.

3. TRAFFIC AND TRANSPORT

The four main elements of this programme were planning and governance, match venues, Fanzones and maintaining business as usual.

A comprehensive Transport Operations Plan was developed and Traffic Management Plans completed in 2010 then peer reviewed and tested. Transport planning for Opening Night was based on an expectation that at best 50 per cent of the crowd would use rail, bus or ferry. Attendance numbers were substantially above any estimate prior to the event. For the remainder of the Tournament, public transport services to Fanzones, matches and training venues operated well and were constantly reviewed.

Of those attending matches at Eden Park, 60 per cent travelled by modes apart from private vehicles for pool matches and 75 per cent for the Finals. Match goers were cleared from venues within 60-70 minutes of the final whistle on most occasions. Record high patronage was achieved on special event buses at North Harbour Stadium.

The city's roads and transport operated at business as usual on non-match days.

In most survey categories, more than 90 per cent of respondents reported feeling safe travelling around Auckland during RWC 2011. More than 50 per cent agreed that public transportation was well organised. Visitors to the city recorded more positive responses than Auckland residents. A majority believed that roading was well managed for the events (Auckland residents 70.8%; domestic visitors 59.4%; international visitors 71.1%).

The use of public transport to events has now become the norm for many fans rather than the exception. Since RWC 2011, patronage figures have continued to grow month-on-month showing that RWC 2011 has contributed to the positive behaviour change.

4. QUEENS WHARF

The Queens Wharf project combined three major initiatives in one CBD location: the official RWC 2011 Fanzone, the REAL New Zealand Festival and the REAL New Zealand Showcase. The project was a partnership between ATEED and central government.

Queens Wharf was one of the focus points in Auckland's RWC 2011 programme, with the six-week entertainment programme hosting over one million people. Over 100 Kiwi bands, DJs and artists performed and the same number of community and school groups participated. The Giant Rugby Ball was visited by 95,700 people. The venue also provided an opportunity for over 2,000 event staff and contractors to increase their experience with a major event, and to develop fresh thinking and intellectual property.

5. OPENING NIGHT

The free Opening Night celebration on 9 September was one of the largest public events ever held in New Zealand with between 120,000 and 150,000 people coming to the waterfront. The two principal creative components were the integration of distinctive Māori culture with the wider event and "All Lit Up", the largest ever fireworks display in Auckland.

Successes include:

- an exemplary crowd with no serious injuries or increase in crime or disorder
- twelve minutes of positive international television coverage to an estimated audience of 75 – 100 million
- the MEOC proved invaluable and is now viewed as a "must have" for future major events.

Multiple challenges arose from attendance being substantially higher than any previous forecast (noting that predicting attendance is difficult and is more of an art than a science). Consequently, the public transport system was overwhelmed. Moreover, limited entry and exit points at the venue, and poor placement and operation of the large screens contributed to crowd congestion. Competing priorities in the days leading up to Opening Night prevented the precinct being expanded.

There were multiple contributing factors to the issues faced on opening night and that there are multiple lessons for multiple public agencies, service providers and contractors. Whilst the experiences of some patrons was less than desirable on 9 September, Auckland demonstrated that, under significant pressure, it could respond with pace and focus to these issues.

Following Opening Night Auckland implemented measures that successfully managed the ongoing extraordinary and unprecedented numbers of patrons that utilised public transport services and celebrated RWC 2011 on the waterfront and CBD. Furthermore, the lessons learned and the relationships formed between Auckland agencies throughout this experience sets a strong foundation for the successful management of major events in the city in the future.

For future events of similar magnitude held on Auckland's waterfront, planning will allow for upwards of 200,000 people distributed across a number of venues. All stakeholders will work to a clear and agreed set of demand/attendance numbers and that these projections will be consistently updated and plans regularly updated.

6. PUBLIC EVENTS

In addition to Queens Wharf and opening Night, Auckland's RWC 2011 Public Events programme included six key elements: the Fanzones, the Fan Trail, public open training sessions and team engagement, Team Welcomes, airport acknowledgements, and the Victory Parade.

An estimated 120,000 fans walked the Fan Trail, providing a fun and memorable opportunity to showcase the heart of Auckland to a captive audience. Feedback included "all Tournaments should have a Fan Trail".

The Fanzones in Mangere, Albany and Henderson ensured the wider Auckland community could be part of the RWC 2011.

Team Welcomes and public training sessions generated significant public and media interest for all teams, providing Auckland the opportunity to maximise its involvement in RWC 2011 before the Tournament began. A larger area for media at the Airport Acknowledgements is recommended.

The Victory Parade, attracting over 100,000 fans, demonstrated that a collaborative approach to civic events of scale delivers an excellent outcome. The event was broadcast to an estimated NZ audience of 600,000. The NZRU has confirmed that this event exceeded all team expectations.

7. RESIDENT MARKETING

The World's Here to Play campaign had four key components: marketing events and activities, keeping residents and visitors informed, dressing Auckland and transport messaging. The campaign was a first for Auckland, bringing together multiple public and private entities under one coordinated approach.

Focus group research revealed that print advertising and other media served to reassure Auckland residents that the event was being well organised, triggering a build up of excitement that had been only moderate prior to the event. While communications such as, *Guide for Aucklanders*, were considered positive, attractive and helpful, they had a mixed impact and varied in relevance for different audiences. A "party locally" campaign to dissuade crowds from the waterfront had limited effectiveness due to its scale and timing.

The presence of flags, billboards and street signage made a positive contribution to the atmosphere. The banner programme was the most extensive Auckland had ever seen and the building wrap on the Tower Building in the CBD won an international award. Focus group research showed that residents "knew what they needed to know" about getting around the city.

8. TOURISM AND VISITOR SERVICES

The three main elements of this programme were international and domestic marketing; visitor marketing (as part of The World's Here to Play campaign) and tourism and visitor services.

Key successes included over 40 Auckland destination stories and countless destination imagery featured in the media in key visitor markets; more than a million viewers for team activities such as sailing, quad biking and archery; and an estimated 75 – 100 million global viewers of Opening Night that showcased Auckland's waterfront.

The visitor guide and a guide for campervan users were well received by international visitors, and the temporary campervan sites set up in the CBD received good patronage.

9. MEDIA AND COMMUNICATIONS

The media and communications programme had three key components: communications and PR, stakeholder communications, and media.

A multi-party approach to planning led to the formation of a specialist team. This team worked throughout the Tournament to ensure the tight but flexible coordination of the event and a consistent "look and feel". The key outcome was to engage and to enthuse Aucklanders in the Tournament.

Media relationships also ensured the media told Auckland's story well with 87.2 per cent of media clippings from weeks 2-6 of the event being positive or neutral (74% overall). A major event communications protocol has been developed as a blueprint for future events, aligned with the MEOC.

10. COMMUNITY ENGAGEMENT

Aucklanders who may not have had the opportunity to participate in RWC 2011 participated in community programmes. The three main elements of this programme were volunteers, schools and Adopt a Second Team. Key successes were:

- host volunteer feedback rated their programme between 83 – 96 per cent on five aspects, including satisfaction with training, rewards, management and experience
- 96 per cent of the over 2,500 volunteers are likely to volunteer at a future major event and a database is available for recruiting
- over 95 per cent of Auckland's primary and intermediate schools participated. 725 children from these schools were hosted at rugby matches
- relationships with external organisations such as NZ Rugby Football Union and SPARC were strengthened through the Schools Programme
- Adopt a Second Team received large amounts of domestic media coverage, which led to Rugby NZ 2011 implementing a national Adopt a Second Team programme.

11. IWI AND MĀORI ENGAGEMENT

The iwi and Māori Engagement Programme was developed to ensure that Māori cultural expression and engagement was integrated into Auckland's RWC 2011.

- Māori and iwi were involved with planning and delivery of various projects including public and civic events, tourism and economic activities
- iwi contributed to airport welcomes, the opening celebration, civic capping ceremonies and marae team welcomes, among other events. Two marae hosted the French and Tongan teams
- ATEED worked with Te Puni Kōkiri to include Te Reo across various RWC 2011 projects, including marketing materials, Match Ready for Business, visitor guides and schools activity packs.

12. COMMUNITY FESTIVAL EVENTS

The two main elements of this programme run by Auckland Council were one day Community Rugby Festival Sites (CRFS) and the Community Arts Programme (CAP). The former covered a wide geographic area and diverse demographics while the latter was based in south Auckland. Both received REAL NZ Festival funding.

Key successes were:

- good attendance at the one day CRFS festivals in Kumeu and Stanmore Bay
- in excess of 2,500 people participated in creating the CAP and 60 organisations and businesses provided in-kind sponsorship
- engagement with CAP was excellent and generated considerable local media coverage.

13. BUSINESS AND ECONOMIC DEVELOPMENT

The business and economic development programme had two focuses: an Auckland-wide opportunities programme and an investment and business connections programme. Almost 13,000 visits were made to the on-line version of the Match Ready for Business programme and 27 Auckland-based businesses were successful tenderers for a range of RWC 2011-related goods and services through the TenderLink site.

Priority Auckland business sectors (marine, food and beverage, health technology screen, creative and ICT) were showcased to targeted business visitors and the NZ2011 / Auckland Business Club provided a channel to communicate and engage local businesses interested in leveraging off RWC2011.

Within the ATEED programme 43 commercially important people (CIPs) made the trip to New Zealand (including Sir Richard Branson and international investor Michael Bianco), along with investors, fund managers and CEOs from key organisations and trading countries.

Growing out of the RWC 2011 business initiatives, \$150 million of deals are estimated to be in the pipeline for Auckland, with the first announcement due by March 2012.

14. ENVIRONMENTAL AND SOCIAL PROGRAMMES

Auckland's RWC 2011 Environmental and Social Programme included: sustainability, accessibility and homelessness. Highlights were:

- to improve sustainability, all potential tenders were subject to a sustainability checklist. Sustainability was also boosted through recycling an estimated 234,000kg of event-related waste. Based on the RWC 2011 experience, it is clear that recycling can be implemented for future events and public activities
- energy audits have led to a reduction in energy use averaging nine per cent at the two main stadia
- the Accessibility Programme helped ensure that visitors and residents with disabilities had full and equal access to all Tournament related activities. The *Be Accessible* website proved itself a valuable delivery partner
- the current homeless population, according to those providing services to the homeless, were not adversely affected by the Tournament.

15. CAPITAL PROJECTS

The two main components of this programme were: projects essential for delivering RWC 2011 in Auckland and projects for which the Tournament acted as a catalyst. A \$280m redevelopment of Eden Park was supported by rail station upgrades at Kingsland and Morningside, road improvements, the development of Wairepo Swamp Walk and utility upgrades.

RWC 2011 accelerated waterfront revitalisation and public access, particularly Wynyard Quarter with the Viaduct Events Centre and Jellicoe Street, the Wynyard Crossing, Queens Wharf, Shed 10 and The Cloud.

Other citywide projects of lasting value included upgrades of clubrooms and Western Springs Stadium as training venues, the Major Event Operations Centre (MEOC) in the CBD and the K' Road overbridge.

PERFORMANCE REPORTING

FRAMEWORK REPORTING

While the scorecard reporting against the five objectives and tight five legacy goals is only partially complete, a full analysis will be provided in the final April 2012 report. To date the objective performance report card for the event appears as follows:

Objective	Status
Stage a benchmark event	Achieved
Maximise economic return	<i>TBC in April report</i>
Deliver the experience	Partly achieved – some detail TBC in April report
Leave the positive legacy	<i>TBC in April report</i>
Making the most of Auckland's waterfront	Achieved
Telling the world Auckland's story	Achieved
Taking pride in our place	Achieved
Making public transport a habit for Aucklanders	Achieved
Positioning Auckland as a major event destination	<i>TBC in April report</i>
Maintain services	Achieved

LESSONS LEARNED

Overall themes that have emerged from the individual programme evaluations include:

- Good governance is the key for major events. The need for clear governance and decision-making, and a most senior sponsor– with the ability to direct others if need be at critical points - is a key lesson learnt, particularly from Opening Night.
- Events need to be co-ordinated by a single person accountable to the relevant governance body. Robust project scoping at the outset and clear project management structure, roles and responsibilities, contracting arrangements, and reporting is critical to ensuring delivery on time and on budget.
- Having all the right parties involved at the outset and consulting affected parties on events as soon as possible, remains important to ensuring effective delivery on time and in a way that meets all needs. This includes Māori engagement.
- Delivering such a large and complex event as the RWC requires having the capacity to deal with the unexpected. Contingency planning e.g. around attendance numbers and technical failures - needs to be coupled with clear escalation decision-making processes on the day.
- The Major Events Operation Centre (MEOC) proved invaluable in ensuring operational co-ordination across the multiple agencies involved during events.

- Having early access to sites to set up and consult those affected also enables technology to be thoroughly tested and provides better capability to handle situations when crowds turn up earlier than official opening times.
- Single branding and consistent branding of communication materials were very important in marketing the RWC and creating the considerable “feel good” factor around it.
- Visitor information needs to be practicable and in a form which is accessible from outside the Auckland region. Future visitor guides should include information about different suburbs, alternative aspects of the city and positioning the calendar of events up-front.
- The Business Club proved to be a key vehicle for targeting interested businesses. Larger businesses tended to view the RWC more favourably – smaller businesses appeared at greater risk of suffering from the diversionary impacts created by the event. It seems important to emphasise these risks in future - e.g. restaurant takings might drop in non-event areas if people head to events.
- Key international business people and media need to be targeted early with suggestions for their itineraries.
- Volunteering proved to be very popular and seems likely to have added to the “feel good” atmosphere created by the event. Greater role clarity and shorter shifts would be desirable.
- The “Adopt a Second Team” programme proved popular and required significant early engagement. However, expectations that the teams would not actually visit the locality should have been better managed.

Comments about further work and stakeholder perceptions of Auckland as a host of future major events will be included in the final report in April 2012.

SECTION A:

SCOPE AND METHODOLOGY

1. Introduction

- 1.1 Auckland's role in RWC 2011 in a nutshell
- 1.2 Objective of this evaluation
- 1.3 Content of the report

2. Methodology

- 2.1 Evaluation framework and perspective
- 2.2 Scope
- 2.3 Types of impacts
- 2.4 Approach
- 2.5 Information and data channels
- 2.6 Economic modelling
- 2.7 Market research
- 2.8 International media monitoring
- 2.9 Analytical tools utilised to synthesise the results

INTRODUCTION

1.1 AUCKLAND'S ROLE IN RWC 2011 IN A NUTSHELL

The New Zealand Government and the New Zealand Rugby Union (NZRU) secured the hosting rights to Rugby World Cup 2011 (RWC 2011) in November 2005 under the promise of delivering a *Stadium of four million people*. Together, Government and the NZRU set up a special purpose organisation, Rugby New Zealand 2011 Ltd (RNZ 2011) to deliver the Tournament.

The Tournament was nationwide, with regions up and down the country playing host to teams and games.

Auckland as New Zealand's largest city, and home to Eden Park, was the hub of the RWC 2011. It hosted 15 matches between 9 September and 23 October 2011, including three matches that had to be accommodated following the Christchurch earthquakes. These matches included the opening match, eight other pool games, two quarterfinals, both semi-finals, the Bronze Final, and the Final. Eleven games were played at Eden Park and a further four at North Harbour Stadium. Auckland was also the home of twelve teams at seven team training venues and bases, spread across the region from Silverdale in the north to Lloyd Elsmore Park, Pakuranga in the south.

While the primary focus was on the Tournament itself, Auckland also hosted a programme of activities ranging from free concerts to community festivals. Auckland's waterfront became the heart and soul of the party with the newly opened Wynyard Quarter and the Fanzone, showcase and festival activity on Queens Wharf all proving incredibly popular with visitors and residents alike during the six weeks of RWC 2011. This was extended to regional centres where three official Fanzones: Civic Lakes at Albany, The Trusts Stadium in Henderson and Mangere Town Centre in Manukau, broadcast matches live on big screens.

1.2 OBJECTIVE OF THIS EVALUATION

The Rugby World Cup is presented by the International Rugby Board (IRB) as the world's third largest sporting event, according to the number of TV viewers and spectators. Auckland, as the main host city, was expecting to harvest the lion's share of the benefits expected from the event.

The Auckland Council³, through a number of its council-controlled organisations (CCOs), had extensive responsibilities for delivery of RWC 2011 and committed significant financial and other resources. To make RWC 2011 happen in Auckland, the Auckland Council Group, and its predecessors⁴, invested a total of approximately \$100 million⁵ mostly over the last three financial years on infrastructure projects and service provision, as discussed further in Section 8.

³ The Auckland Council and its CCOs are referred to in this report as the Auckland Council Group.

⁴ The Auckland region was governed by seven local and one regional authorities that were replaced by the Auckland Council in November 2010. Funding includes expenditure allocated to the RWC 2011 by relevant local government organisations over a three year period.

⁵ This sum excludes funding from the Government in Auckland, the redevelopment of Eden Park (except for a \$10m grant from the ARC), the purchase of Queens Wharf by the ARC/ Waterfront Auckland, and non-core

Auckland developed a clear vision for what was to be delivered: that is for the RWC 2011 to be:

“A landmark global event that showcases Auckland’s unique identity and innovative spirit. It delivers enduring benefits for all Aucklanders and confirms the emergence of the region as a desirable international events destination.”

This vision was articulated around the following five strategic objectives and five legacy goals:

1. **Stage a benchmark event:** Rugby World Cup 2011 is considered a highly successful Rugby World Cup by the IRB, participants, media and spectators, Aucklanders and New Zealanders
2. **Maximise the economic return:** Rugby World Cup delivers meaningful economic benefit in the short and the long term for Auckland
3. **Deliver the experience:** Auckland is perceived as an efficient, vibrant, sophisticated and engaging city by domestic and international visitors and locals
4. **Leave the positive legacy:** Rugby World Cup 2011 delivers long-term enduring physical, economic and social benefits to the Auckland region. The legacy is articulated around five goals:
 - a. Making the most of Auckland’s waterfront
 - b. Telling the world Auckland’s story
 - c. Taking pride in our place
 - d. Making public transport a habit for Aucklanders
 - e. Positioning Auckland as a major events destination.
5. **Maintain the service:** The impact to business as usual services and activities caused by Rugby World Cup 2011 is minimised and well managed.

The Auckland Council Group has commissioned Sapere Research Group and its partners Market Economics and Gravitass, to carry out a comprehensive evaluation programme to objectively evaluate:

- the immediate and legacy economic and social impacts in Auckland; and
- Auckland’s contribution to plan and deliver a world-class tournament while keeping Auckland functioning.

This evaluation of the RWC 2011 might also provide a benchmark for future evaluation of major events in Auckland and New Zealand. This evaluation was conducted immediately after the event under the evaluation framework purposefully developed by the Auckland Council Group for the event. The focus has been on reporting on impacts that occurred pre-event and during the event. While it is too early to be definitive about legacy impacts, future intentions are highlighted when relevant and available.

capital projects, such as the redevelopment of Aotea Square, and Wynyard Quarter project such as the Viaduct Event Centre, Wynyard Crossing bridge, Gateway Plaza and Jellicoe Street redevelopment.

1.3 CONTENT OF THE REPORT

The evaluation of the RWC 2011 in Auckland is organised around four sections:

- Section A describes the purpose of this evaluation and summarises the methodology used.
- Section B presents the level of participation in the event in Auckland, and analyses its' economic, business, social and "place making" impacts.
- Section C reports on satisfaction levels with the delivery of RWC 2011 in Auckland and evaluates the success of the event against Auckland's five strategic objectives for RWC 2011 and Key Performance Indicators (KPIs).
- Section D focuses on the operational aspects of delivering the event that are under the Auckland Council Group's responsibility⁶. It reports on the costs associated with delivering the RWC 2011 in Auckland. It also summarises the appraisals related to the fifteen programmes of work delivered by the Auckland Council Group and its event partners undertaken after the event by those involved in these programmes.
- Section E draws conclusions as to the success of the event in Auckland, and highlights lessons that can be taken forward to future events.

The evaluation of RWC 2011 in Auckland will be reported in two phases. This report presents findings to date, principally related to the business and social impacts associated with the event, and draws interim conclusions on performance of the overall programme, together with preliminary evaluations of the individual programmes undertaken after the event by those involved in them.

An update will be provided in April 2012, and will incorporate the economic and full business impacts, and draw final conclusions as to the success of the event in Auckland against the five objectives outlined above.

⁶ For example a review of the match venues is out of scope

METHODOLOGY

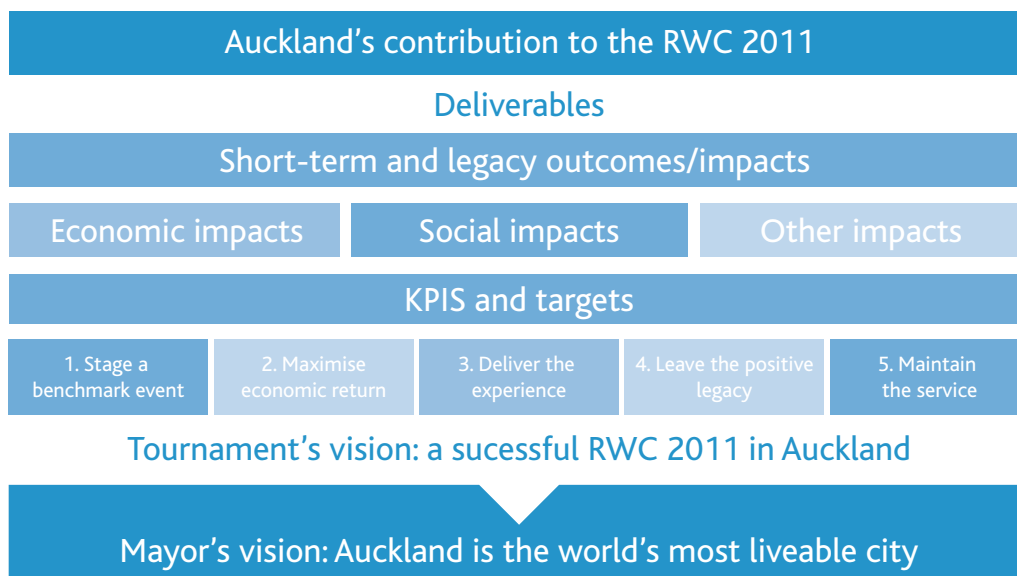
This section summarises the methodology used for evaluating the RWC 2011 in Auckland. It outlines the framework developed specifically for this evaluation by ATEED, lists the sources of information used, and provides an outline of the market research conducted for this evaluation and the economic modelling approach for the economic impacts. Further information is provided in an appendix.

2.1 EVALUATION FRAMEWORK AND PERSPECTIVE

Auckland's Evaluation Programme framework was developed by the Auckland Coordination Group on behalf of Auckland Council as the owner of the report. Auckland Tourism, Events and Economic Development (ATEED), an Auckland Council CCO, has coordinated the inputs.

The framework links tournament and project outputs and outcomes to Auckland's Tournament Vision, Strategic Objectives and the Mayor's Vision for Auckland. This framework constitutes the corner stone of the evaluation as it guides both the market research and the reporting.

Figure 1 RWC 2011 Evaluation Framework



Source adapted from ATEED

2.2 SCOPE

This evaluation covers both the financial and non-financial impacts of RWC 2011 in Auckland as expressed across the five objectives above. Impacts can be presented in many ways: for example by nature, (i.e. economic, social, cultural and environmental), transmission mechanism (i.e. direct, indirect, and induced) or by longevity (i.e. short-term and legacy impacts).

Given the timeframe for this evaluation, the scope is limited to pre-event and event impacts. Pre-event impacts include the level of economic activity leading up to staging the Tournament, including upgrades to sporting, entertainment and general urban infrastructure.

Major events such as RWC 2011 can have positive and negative impacts.

On the positive side, event impacts can include:

- economic activity generated by visitors' and local residents' additional expenditure, including expenditure on accommodation, transport costs, events (matches and others), food and drink, and retail by visitors from outside the Auckland region and net additional expenditure by those living in the region
- economic activity generated by tournament organisers, media, participating teams, sponsors and worldwide partners, and other organisations responsible for the delivery of the event in Auckland, including the Auckland Council Group and the Government
- increases in the number of business events; which might lead to greater sales and new investments over time
- social and cultural benefits, including participation in related recreational, educational and community events
- improvements in pride and confidence levels. A potential "feel good factor"⁷ can result from a major event - i.e. an increase in pride, confidence and identity, inspiring residents and building social capital and community trust. Such a "feel good factor" can lead to improved business confidence levels, which in turn, lead to elevated business activity and increased consumer spending.
- increased profile and improved perceptions of the host city leading to greater levels of economic activity in the future.

On the negative side, event impacts can include:

- diversionary economic and social behaviour – when businesses or individuals defer, or even cancel planned activities and/or expenditures in order to avoid the Rugby World Cup.
- inflation and adverse social impacts arising from price increases that some cannot afford.
- adverse social behaviours such as drunken behaviour and outbreaks of violence e.g. when favoured sport teams lose.

⁷ For example there is ample literature on the feel good factor from the Sydney Olympics

Finally, previous evaluations have demonstrated that longer-term impacts of major events may be wide-ranging. They may include:

- tourism market development
- Foreign Direct Investment (FDI) through network development
- emerging trade and business opportunities
- an influx of skilled migrants
- human capital improvements with enhanced event management and event logistic skills
- post-event usage of infrastructure and buildings
- increased civic pride.

While this evaluation cannot capture longer-term impacts, we provide some discussion on potential impacts in light of results to date.

2.3 TYPES OF IMPACTS

In this report, we have categorised impacts based on the following outcomes, although by their very nature, they can overlap somewhat:

- economic impacts capture the direct expenditure in Auckland by the organisations staging the cup, and by visitors, as well as indirect and induced effects on the Auckland economy over the short- and long-term.
- business impacts capture the effects of an increase in business events, networking and marketing.
- social impacts capture the effects of recreational and community involvement, sense of pride and community.
- “place making” impacts cover the perception Aucklanders and others have about visiting and living in Auckland and improvements to infrastructure.

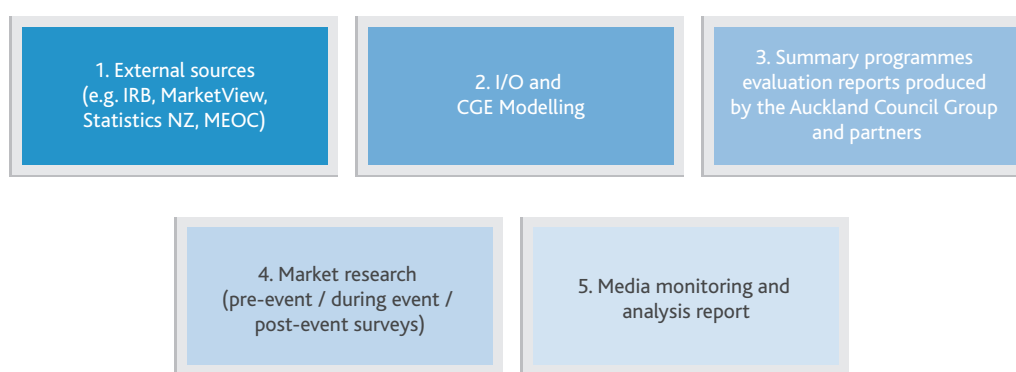
2.4 APPROACH

To undertake the evaluation we have used both quantitative and qualitative approaches. Quantitative methods produce data that can be aggregated and analysed to describe and understand relationships – as far as they are accurate. Qualitative research can help to probe and explain those relationships and to explain contextual differences in the quality of those relationships. Quantitative data is preferred but is often not obtainable for some impacts – and may understate the nature of relationships between key variables – hence qualitative research is also desirable to “fill in the gaps” and provide a more robust picture.

2.5 INFORMATION AND DATA CHANNELS

The evaluation primarily relies on the following five channels of information and data.

Figure 2 Channels of data and information feeding in the evaluation



1. External sources of relevant information and datasets assist in assembling reliable evidence to be analysed and modelled or to populate the KPIs. One of the key datasets is the bank card database (sourced from Market View Ltd) which will assist us to capture the direct expenditure.
2. Input/Output (I/O) and Computable General Equilibrium (CGE) modelling provide estimates for the short and long-term economic impacts of the event respectively. These methodologies are fully explained in Section 4.
3. Market research was conducted pre-event, during and immediately after the event. Samples of residents, domestic and international visitors, teams, media, businesses and tournament organisations were surveyed on a range of topics.
4. Post event reviews have been undertaken of each of the 15 Auckland RWC 2011 programmes by staff of the Auckland Council Group involved using a common template (see Section 11).
5. The media report provides monitoring and analysis of the international media coverage of Auckland during RWC 2011.

2.6 ECONOMIC MODELLING

This section is not available for this report and will be added for the April update

2.7 MARKET RESEARCH

Four pre-event surveys were conducted by ATEED between December 2010 and September 2011. These surveys were conducted with the primary objective of informing event planning. Where relevant, findings are incorporated in this report.

Assessing the non-monetary impacts of the event is largely reliant on opinions and experiences but collected in a robust way. In undertaking item (4) above, Gravitass developed and implemented a comprehensive market research plan which consisted of:

- a random telephone survey of 1,000 Auckland residents
- a survey of 800 international and 500 domestic visitors (recruited in person at various visitor centric locations around Auckland during RWC 2011 and invited to participate in an on-line survey)
- three business surveys:
 - survey of general businesses located in Auckland (a random sample of Auckland businesses were contacted via telephone and invited to participate in an on-line survey)
 - survey of businesses which actively participated in the joint NZ2011 / Auckland Business Club, conducted on-line via the Business Club membership database
 - survey of businesses that took part in the Auckland Match Ready programme, conducted on-line via the Match Ready membership database
- a survey with media (conducted on-line with media whose contact details were collected during the tournament by NZ Inc (comprising NZ2011, Tourism NZ, New Zealand Trade and Enterprise (NZTE) and ATEED)
- surveys of participating teams, world-wide partners and event sponsors, as well as tournament organisations, such as RWC Ltd, RNZ 2011, NZ 2011, NZ Rugby Union, and a sample of inbound tour operators (conducted via on-line surveys or face to face meetings). A number of these have yet to be conducted and the results therefore do not form part of this report.

The various surveys covered, as appropriate for the relevant audiences, the following key areas:

- engagement, participation in, and satisfaction with the event
- satisfaction with the delivery and management of the event
- business impacts, including disturbances and deferrals of normal activities
- social impacts, such as pride in the city as well as potential dis-benefits
- indication of change of future behaviour, such as volunteering
- expenditures for the event and funding sources.

The various surveys had the following respective margins of errors that need to be borne in mind when assessing the results.

Table 1 Market research in a nutshell

	Sample	Margin of error ⁸	Survey method	Status
Residents survey	n= 1,009 (quoted and weighted to the Auckland population)	± 3.1%	Computer Assisted Telephone Interview (CATI)	Complete
Visitors survey - Domestic	n= 471	± 4.5%	Online Survey (recruited in person during the tournament)	Complete
Visitors survey - International	n= 852	± 3.3%	Online Survey (recruited in person)	Complete

⁸ Maximum error at the 95% confidence level - Business and media surveys are not yet completed, hence margins of errors are based on present sample sizes

			during the tournament)	
General Business survey	n=476 (Interim) (quoted and weighted to reflect the distribution of businesses in Auckland)	± 4.5%	Online Survey (recruited randomly via telephone)	On-going
Match Ready business survey	n=194	± 7.0%	Online Survey (of database)	On-going
Business Club survey	n=69	± 11.8%	Online Survey (of database)	On-going
Media survey	n=73	± 11.8%	Online Survey (of media contacts collected by ATEED)	On-going

2.8 INTERNATIONAL MEDIA MONITORING

A specialist agency Media Monitors Incisive Insights Ltd was engaged by ATEED on behalf of the Auckland Council Group to carry an analysis of international coverage of the Rugby World Cup 2011 in Auckland between 1 September and 31 October. This built on the analysis of domestic coverage undertaken over the period 2010 – 2011.

Analysis was conducted of online, broadcast media, and the written press (the latter in most but not all) from the following countries:

- | | |
|--------------|------------------------------|
| 1. Australia | 12. Malaysia |
| 2. Canada | 13. Oman |
| 3. China | 14. Pakistan |
| 4. France | 15. The Philippines |
| 5. Greece | 16. Saudi Arabia |
| 6. India | 17. South Africa |
| 7. Indonesia | 18. Taiwan |
| 8. Ireland | 19. Thailand |
| 9. Italy | 20. United Arab Emirates |
| 10. Japan | 21. United Kingdom |
| 11. Kenya | 22. United States of America |

International coverage was sourced from local content providers, including French and Italian language media, and was analysed if it mentioned the RWC and Auckland in any way. Coverage of RWC 2011 that did not mention Auckland and surrounds was excluded. This monitor aimed to assess the exposure of Auckland's involvement in the RWC in international media and to identify:

- the key themes upon which the international media focused
- the destinations in and around Auckland that were mentioned by international media
- key messages and those communicating these messages
- key stakeholders and spokespeople.

This monitor used the CARMA® media content analysis methodology, which is internationally recognised as one of the leading commercial systems available. CARMA® (Computer Aided Research and Media Analysis) uses advanced technology to quantify media content, and human intelligence to provide qualitative insight and analysis. The CARMA® methodology was used to qualitatively analyse media coverage by taking into account multiple variables. These include the:

- placement of media reports (front page or lead item in broadcast media and websites)
- positioning of organisation discussion (headline, prominent mentions, passing mentions)
- image (photos, illustrations, charts, cartoons, or the image content of video)
- topics discussed in the media and their relative importance to the client organisation
- messages, both favourable and unfavourable, communicated in media reports
- sources quoted (both organisation representatives and other individuals who make relevant comments in the media)
- tone of content (extreme language, adjectives and adverbs, metaphors or similes and other figures of speech).

An aggregate score is calculated based on these multiple variables and presented on a 0–100 scale where 50 is neutral. This is an overall rating of the favourability of each media report towards the client organisation (and, if relevant, other organisations or competitors). This aggregate score is called the CARMA® Favourability Rating. The average favourability is the aggregated rating of the media coverage analysed. This can identify the potential impact of media reporting, and can be used to identify trends and establish benchmarks for future data.

2.9 ANALYTICAL TOOLS UTILISED TO SYNTHESISE THE RESULTS

It is then important to bring all this material together and assess the overall “picture”. We will assess all the information from these sources and draw it into a cohesive, balanced story in order to enable some reasonable conclusions and judgements to be made on the impact of the RWC 2011 in Auckland. We aim to do this by:

- using the results from programme summaries, visitors surveys, modelling and secondary data sources to select and display statistical data in tables or graphical form to show, for example, baseline levels of given indicators, or changes over time
- summarising the results of programme evaluations within a particular theme (such as infrastructure) recognising, however, risks of inconsistency between the individual evaluations
- identifying when several pieces of evidence point in the same direction. Given the challenges in such evaluations, different types of evaluation can be used to assess if the same directions or conclusions are apparent. Qualitative information can also reinforce findings and add depth to them
- benchmarking, using the experience of similar events elsewhere, as well as the literature on events evaluation and trying to establish linkages between deliverables and outcomes and impacts, with the view to report against the five objectives and Tournament’s and the Mayor’s vision for Auckland.

SECTION B:

PARTICIPATION AND IMPACTS

3. Level of participation

- 3.1 Attendance at games
- 3.2 Attendance at related events
- 3.3 Engagement
- 3.4 By the local population
- 3.5 By domestic visitors to Auckland
- 3.6 By international visitors
- 3.7 Volunteering and other community engagement

4. Economic Impacts

5. Business impacts

- 5.1 Impact on business as usual
- 5.2 Networking and indication of legacy impacts

6. Social impacts of RWC 2011 in Auckland

- 6.1 Sense of pride
- 6.2 Disturbance by the Event
- 6.3 Avoiding the event
- 6.4 Impacts from volunteering
- 6.5 Legacy social impacts

7. Impacts on place making

- 7.1 Infrastructure development
- 7.2 Key messages from global media about Auckland
- 7.3 Auckland as a major event destination

LEVEL OF PARTICIPATION

In this section, we present attendance information in Auckland for the Tournament period, as well as levels of engagement and participation amongst Auckland residents, domestic visitors and international visitors.

The information reported here is sourced from the IRB and Auckland's Major Events Operation Centre unless otherwise stated.

3.1 ATTENDANCE AT GAMES

Attendance at Eden Park reached 633,453 over 11 games. Attendance peaked at 61,000 for the final. An additional 110,884 people attended North Harbour Stadium over 4 pool matches.

3.2 ATTENDANCE AT RELATED EVENTS

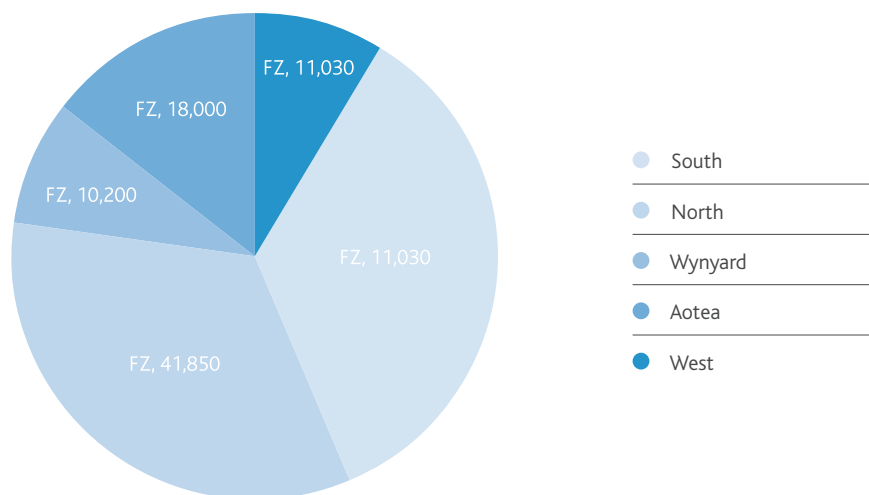
ATTENDANCE AT QUEENS WHARF

Over a million people (1,066,031) visited Queens Wharf during the tournament period. While many presumably visited to discover this newly-open piece of land on Auckland's waterfront, the vast majority of visits (72.5%) were made on a day when the *Fanzone* was activated – in other words, during a day a game was screened live on the site and the rugby being the major motivator of attendance. A record of over 72,000 visitors was reached throughout the day of the final game.

ATTENDANCE AT FANZONES

In addition to Queens Wharf, five *Fanzones* were activated during game nights between October 8 and 23. A quarter of a million people (124,680) gathered to watch the games live on giant screens, with the North and South *Fanzones* being the most subscribed. The Aotea *Fanzone*, in the CBD, was only activated for the Final as an alternative to Queens Wharf.

Figure 3 Attendance at Fanzones during the tournament



Source: Major Events Operation Centre

ATTENDANCE AT FAN TRAIL

Over 120,000 people walked the *Fan Trail* that linked Auckland's waterfront to Eden Park over the 11 evenings during which games were played at the venue. The *Fan Trail*'s popularity peaked during the final on October 23, when 42,000 people were recorded walking the trail (or part thereof). The *Fan Trail* helped alleviate demand on the public transport system and roads to Eden Park. But more than a means of getting from A to B, it was perceived as an integral part of the event. The success of the *Fan Trail* was such that even non-ticket holders were reported joining in and partaking in the fun and atmosphere of the Trail.

Participation in the *Fan Trail* was free of charge.

ATTENDANCE AT THE OPENING CELEBRATION

The Rugby World Cup 2011 opening night party on Auckland's waterfront on September 9 commenced with the arrival in the city's Viaduct Harbour of a fleet of 20 waka. It also featured free concerts with New Zealand's most iconic performers, as well as the largest fireworks and lighting show ever staged in New Zealand. Attendance at Opening Night was free of charge.

An estimated 150,000 people attended the Opening Celebration in the waterfront area, contributing to a total 200,000 estimated to have celebrated across the CBD. Many more gathered at Auckland's best view points to enjoy the fireworks display. In addition, an estimated 1.7 million people nation-wide watched the event, including the official

opening ceremony at Eden Park, on television, a record high for New Zealand⁹. An estimated 75 – 100 million international viewers tuned in from around the world¹⁰.

ATTENDANCE AT OTHER EVENTS

The public also joined in other free events, such as the arrivals of eight of the participating teams at Auckland International Airport (8,100 people), the five formal team welcomes (10,900) and the open team training sessions (13,600) as follows:

Table 2 Attendance at airport acknowledgement and official team welcomes

Country team	Estimated attendance at Airport acknowledgement
Fiji	250
England	200
Japan	250
France	500
Samoa	2,000
Namibia	200
Tonga	4,500
Australia	200
Total	8,100
	Official team welcomes
Japan Official Welcome	1,400
France Official Welcome	1,200
New Zealand Official Welcome	5,500
Tonga Official Welcome	800
Australia Official Welcome	2,000
Total	10,900

Source: Major Events Operation Centre

⁹ <http://nz.nielsen.com/>

¹⁰ Julian Grimmond, producer, Global Film Solutions. The estimate is based on the live and news audiences of the international territory broadcasters who took the worldwide feed. An estimated audience of 75 – 100 million is regarded as very good.

Table 3 Attendance at public training sessions

Country team	Estimated attendance
Australia - 06/09	2,000
Tonga - 06/09	6,000
Japan - 06/09	300
France - 06/09	500
France - 13/09	250
Fiji - 20/09	500
France - 20/09	1,200
Namibia - 20/09	50
Samoa - 21/09	2,000
France - 27/09	800
Total	13,600

Source: Major Events Operation Centre

3.3 ENGAGEMENT

Auckland residents, domestic visitors and international visitors all participated in the event in Auckland. We describe here their level of interest and engagement in the RWC 2011 and associated events using the results of the comprehensive market surveys.

3.4 BY THE LOCAL POPULATION

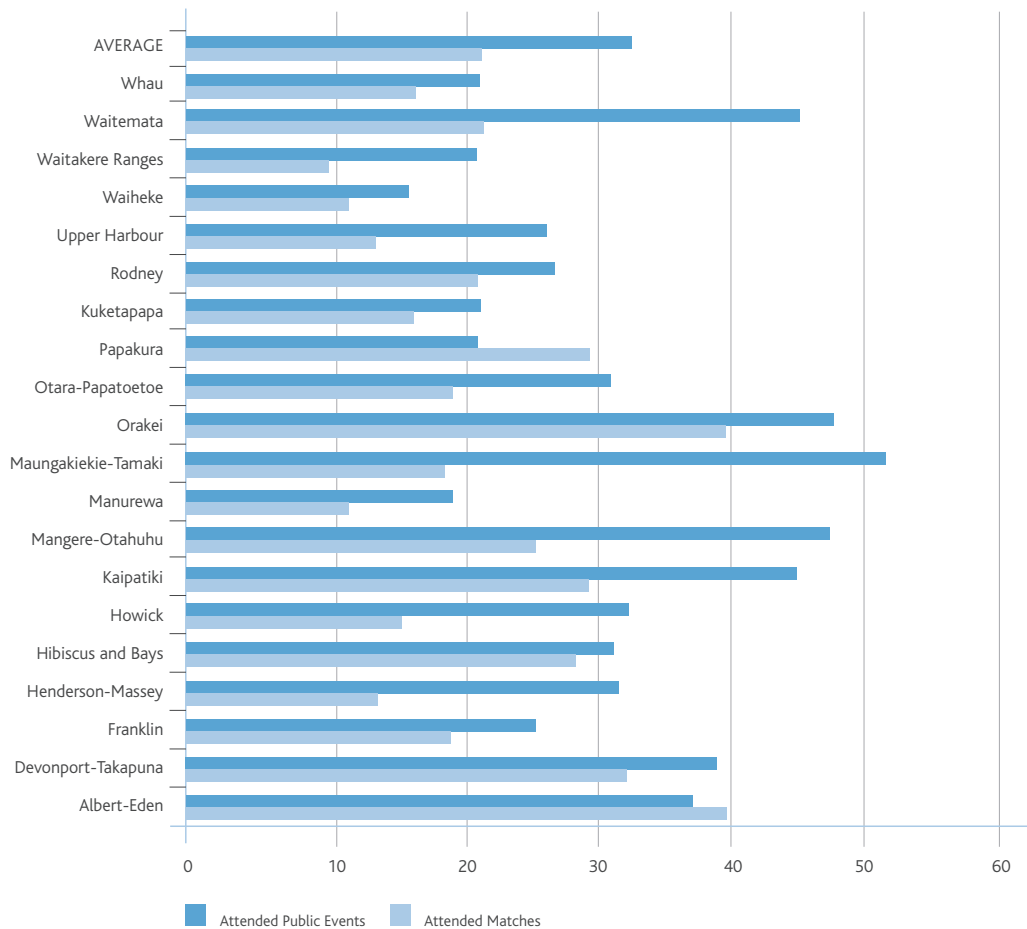
Auckland residents¹¹ surveyed reported a very high level of interest in the event. Of those surveyed, 83.6 per cent declared being interested in the matches and the other RWC 2011 events around Auckland. Only 9.1 per cent reported not being interested in the event.

Nearly every resident (95.7 %) watched at least one RWC 2011 game on television. Moreover, a majority of Auckland residents (54.9 %) actively participated in the RWC 2011 by attending matches or public events, a private social gathering, visiting the waterfront area or by being a volunteer.

There were some differences in attendance levels amongst residents of different Local Board areas of the Auckland region, as shown in the diagram below. The survey results show differences amongst age groups, although those aged 20 to 30 years old were most likely to attend matches, and those aged 60 and over less likely.

¹¹ The results below are based on the survey of Auckland residents which was partly conducted during the RWC 2011, and partly after. For example, a question would read as "Have you or do you intend to attend a match?" While we report the findings as actual attendance, the survey captures intention as well as actual attendance and engagement.

Figure 4 Reported levels of attendance at matches and public events by local board areas



Source: Auckland Residents Survey

There was little difference amongst ethnic groups, although those of Asian ethnicity were less likely to attend matches. Māori and Pacific people were more likely to attend public events than Pākehā or those of Asian descent.

The following paragraphs details engagement from Auckland's residents.

A significant proportion (22.2%) of Auckland residents attended matches, either in Auckland or elsewhere in New Zealand. Of those Auckland residents attending matches, 81.2 per cent went to Eden Park, 28.6 per cent went to North Harbour stadium and 27 per cent went elsewhere in New Zealand.

A pre-event survey¹² provided some indication as to what activities and events Auckland residents would like to see in their communities to commemorate the RWC 2011. The top five answers were:

1. live screening of the games and related events (81%)
2. cultural events (e.g. concerts, dance, festivals) (62%)
3. supporting international teams that are in NZ for the tournament (57%)
4. Auckland signature events (e.g. Diwali Festival of Lights) (44%)
5. Māori cultural events (34%).

Survey respondents expressed a preference for those events to be run on the waterfront/CBD area or in a major park near them.

A third (33.8%) of Auckland residents attended RWC 2011 public events during the course of the tournament. Details of reported attendance are presented in the diagram below.

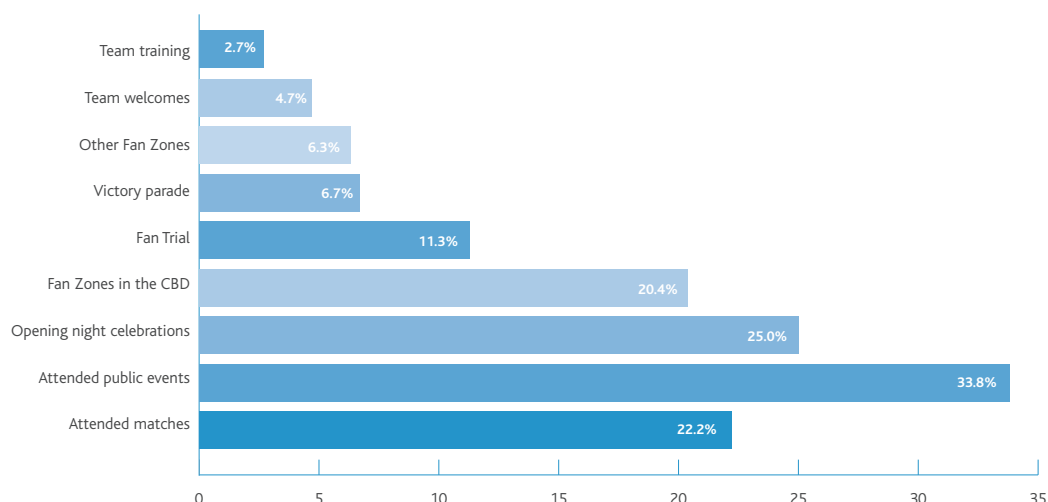
The most popular event was the Opening Night celebrations¹³, with a quarter of Auckland residents reporting attending celebrations in some locations including the waterfront. The live screening of matches and entertainment at Queens Wharf was the second most popular public event after the Opening Night celebrations.

- Of those who attended live screening of matches and entertainment at Queens Wharf or Captain Cook Wharf, 37.8 per cent attended once, 33.2 per cent twice, 14.4 per cent three times, 3.3 per cent four times.
- Of those who visited the *Fan Trail*, 57 per cent attended once, 25.7 per cent twice, 5.5 per cent three times, 3 per cent four times.
- Of those who attended live screening of matches and entertainment at Henderson, Albany or Mangere, 61.8 per cent attended once, 17.1 per cent attended twice, 8 per cent three times, 1.8 per cent four times.
- Of those who welcomed teams at the airport or other locations such as Aotea Square, 58.2 per cent attended once, 35 per cent attended twice, 3.7 per cent three times, 2 per cent four times.
- Of those who went to team training sessions, 49.4 per cent attended once, 33.4 per cent attended twice, 7.9 per cent five times, 4.7 per cent eight times.

¹² On-line survey of Auckland residents run from December 2009 to March - 784 respondents - Sample non representative

¹³ Note that these statistics represent reported attendance and do not necessarily match with actual count during the event

Figure 5 Reported attendance at matches and other public events



The survey of Auckland residents also shows that:

- 42.3 per cent hosted a social gathering at their home or attended one at someone else's home to watch or celebrate a game
- 20.0 per cent attended a social gathering somewhere other than a private home
- 44.3 per cent visited central Auckland and/or the waterfront area in order to see what it was like during the period of the event. Out of those who visited central Auckland, 28.6 per cent attended once, 31.0 per cent attended twice, 19.8 per cent three times, 6 per cent four times, 6.6 per cent 5 times, 1.4 per cent 6 times.

BARRIERS TO PARTICIPATION

A minority (18.7%) of Auckland residents felt, however, that they were not able to participate in RWC 2011 events as much as they would have liked. The reasons given for this limited participation were varied and included:

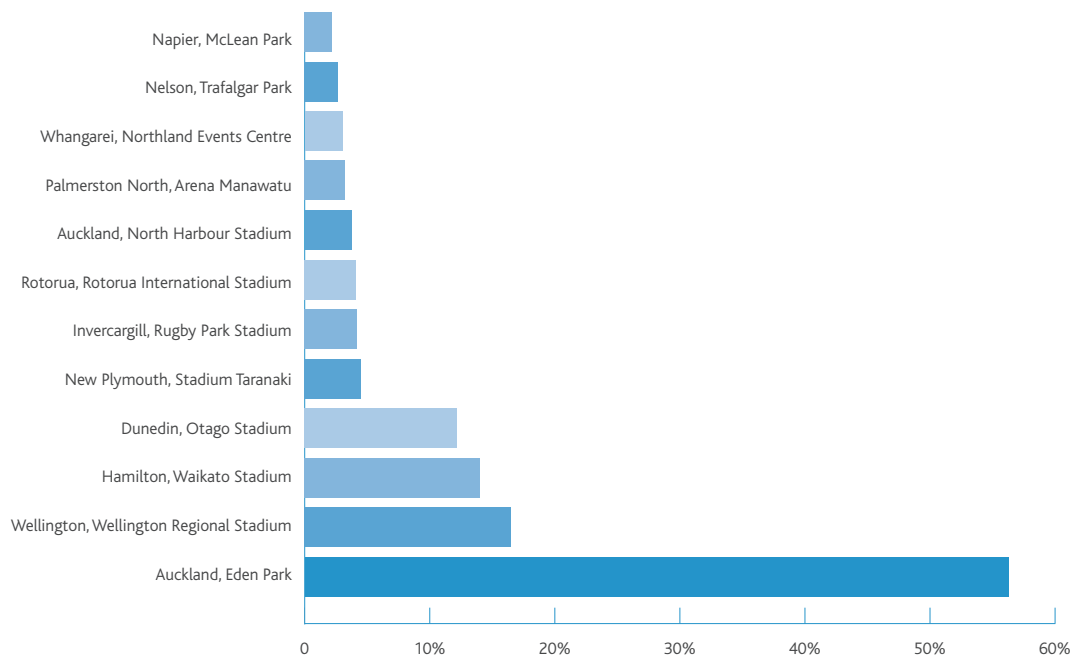
- work commitments (28%)
- couldn't afford tickets to games (28.1%)
- family responsibilities (16.5%)
- a lack of transport or other physical problems getting to events (16.2%)
- too many people (14.1%)
- traffic congestion (8.9%)
- not enough time (7.5%)
- health issues / old age / disability (6.5%)
- did not get to go to games or wanted more games (5%)
- did not know about volunteer opportunities (4.9%)
- missed out on the tickets they wanted (3.2%).

3.5 BY DOMESTIC VISITORS TO AUCKLAND

To be added for the April update: number of domestic visitors to Auckland based on DTS statistics and MarketView data

Of surveyed domestic visitors, 74.1 per cent reported being very interested in the RWC 2011 and 71.3 per cent attended matches. Out of those who attended matches, 56.5 per cent attended matches in Auckland.

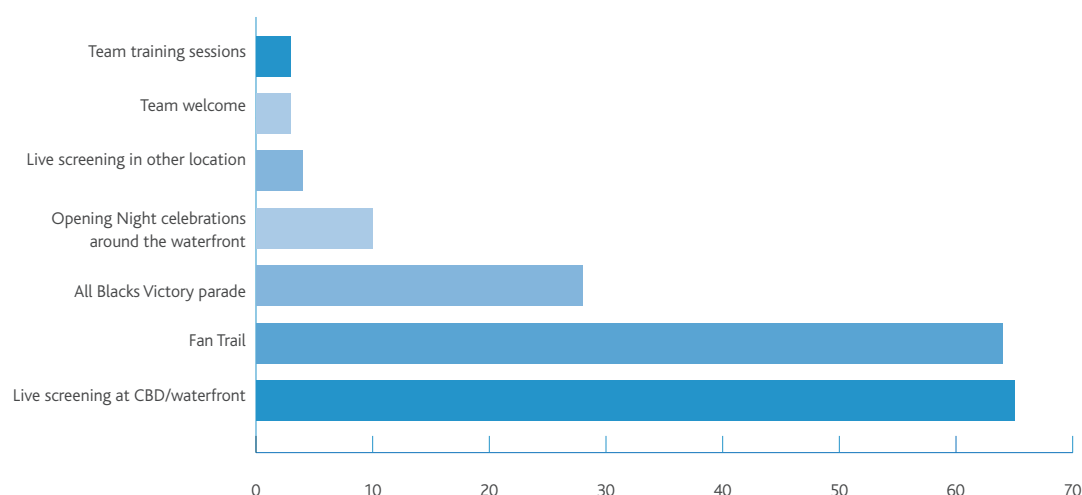
Figure 6: Reported attendance at rugby grounds around New Zealand by domestic visitors to Auckland



Source: RWC Domestic Visitor Survey 2011

Attending matches was mainly a social event, with the majority attending with immediate family (74.4%), extended family (21.7%) or with friends (51.5%). An additional 12.2 per cent attended with business colleagues. In addition, 66.5 per cent of domestic visitors attended RWC 2011 public events in Auckland, as detailed in the diagram below.

Figure 7 Reported domestic visitor attendance at public events in Auckland



Source: RWC Visitor Survey: Domestic

3.6 BY INTERNATIONAL VISITORS

An estimated 133,200 overseas visitors¹⁴ came to New Zealand for the RWC 2011 during the July to October 2011 period. This is significantly more than the projected number of international visitors which had been estimated at 85,000¹⁵. It also exceeds the number of international visitors to Australia for RWC 2003 (estimated at around 65,000)¹⁶.

Of these, 39.9 per cent (or 53,200) arrived in October 2011, during which the quarter-finals, semi-finals and Finals were played. Australia was the main country of origin of the rugby visitors. Principal countries of origin are presented in the table below.

Table 4 Main countries of origin of rugby visitors to New Zealand

Country	Rugby visitors	As a proportion
Australia	55,200	41.4%
United Kingdom	19,100	14.3%
France	11,100	8.3%
South Africa	8,500	6.4%
United States	5,500	4.1%
Ireland	4,300	3.2%

Source: Statistics New Zealand, International Visitors Arrival Survey

¹⁴ International Visitors Arrival survey, Statistics New Zealand. Note that a small proportion of arrival cards did not include the Rugby World Cup question, resulting in a slight under-estimation of rugby visitors.

¹⁵ Preliminary Forecasts of International Visitor Activity in New Zealand during Rugby World Cup 2011, Ministry of Economic Development and Ministry of Tourism, March 2010.

¹⁶ URS Finance and Economics. Prepared for the Department of Industry, Tourism and Resources, 2004.

Total international visitor arrivals were 17.1 per cent higher into New Zealand in October 2011, compared with October 2010. The majority of international visitors arrived at the Auckland International Airport in September (72%) and October (73%) 2011 respectively.

Arrivals at the Auckland airport were up 36 per cent for the month of September 2011, and 20 per cent for the month of October from their corresponding months a year earlier. Similarly, the number of arrivals by sea, although a small proportion of total arrivals, was up sharply as shown in the table below. Four cruise ships berthed on the Auckland waterfront during the semi-finals and final matches.

Table 5 Visitor influx into New Zealand

	2010		2011		Change 2010 to 2011	
	Sept	Oct	Sept	Oct	Sept	Oct
Total international arrivals	173,074	183,575	219,008	215,488	+26.5 %	+17.4 %
Arrivals from selected ports of arrivals						
Auckland airport	115,390 (67 %)	131,525 (72 %)	156,848 (72 %)	158,368 (73 %)	+35.9 %	+20.4 %
All NZ seaports	88 (0 %)	1,400 (1 %)	320 (0 %)	4,412 (2 %)	+263.6 %	+215.1 %

Source: Statistics New Zealand, International Visitors Arrival Survey

To be added in the April update: estimates of international visitors in Auckland based on reconciliation of Ticketholders database, IVS / IVA, and MarketView data

LEVEL OF ENGAGEMENT

Of those surveyed who visited NZ from overseas, 95.9 per cent were interested or very interested in RWC 2011 and 81 per cent attended RWC 2011 matches in Auckland or elsewhere in the country.

Of those international visitors surveyed who attended matches: 90.4 per cent attended a match at Eden Park, 18.5 per cent attended a match at North Harbour Stadium, 32 per cent attended a match in Wellington, 15.0 per cent attended a match in Hamilton, 12.5 per cent attended a match in Dunedin and 30.5 per cent attended a match in the remaining locations.

Just over 76 per cent of surveyed international visitors reported attending at least one RWC 2011 event. Their choices of events are set out in the following table:

Table 6 Events attended by international visitors

Event	Percentage reporting attendance
Live screening on Queens Wharf	71.7 %
Fan Trail	68.3 %
Live screening at Henderson, Albany and Mangere	11.9 %
Team training sessions	5.5 %
Team welcomes at airports and other venues	4.2 %
All Blacks Victory Parade	29.4 %

Source: Visitors Survey: international

3.7 VOLUNTEERING AND OTHER COMMUNITY ENGAGEMENT

One in fifteen Auckland residents surveyed (or 6%) reported that at least one person in the household volunteered to help at RWC 2011 events. Volunteering included being either a registered RWC 2011 volunteer or volunteering in some other less formal way, such as helping out at a community event.

ATEED ran the formal RNZ2011-led NZ-wide volunteering programme in Auckland for RWC 2011 for which over 2,500 people volunteered in positions as diverse as drivers, catering, spectator services, VIP and media. Over 800 volunteers were utilised to support the host programme, which included the *Fanzones*, transport hubs and public open spaces, in addition to the tournament volunteers located within the stadia.

Of Auckland's Business Improvement Districts / Mainstreets, 34 (or 3 out of 4) participated in the Adopt a Second Team programme.

Of Auckland's primary and intermediate schools 95 per cent participated in the Auckland's Schools Programme. The programme involved an estimated 145,000 students. In addition, 725 primary and intermediate school children from the Auckland Schools Programme received free tickets to a RWC 2011 pool match.

ECONOMIC IMPACTS

This section is not available for this report and will be added in the April 2012 update.

BUSINESS IMPACTS

This section indicates how Auckland businesses perceived that the event benefited them, or otherwise. While it provides an indication of benefits related to additional spend by residents and visitors alike during RWC 2011, it is best read together with actual expenditure data that will be presented as part of the economic modeling work (available in April 2012). The second part of this section reflects on business involvement in networking and marketing events, and on their perception of future impacts.

The information provided in this section is primarily sourced from three business surveys: the general survey, the Business Club survey and Auckland's Match Ready survey. As all three surveys are still active, results are interim only. Results may change as the sample size increases.

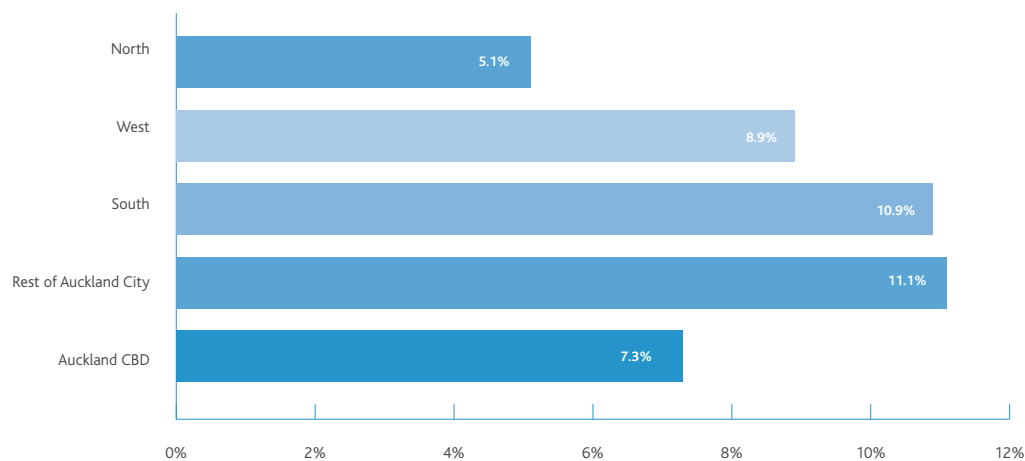
5.1 IMPACT ON BUSINESS AS USUAL

Auckland businesses reported very high level (87.4%) of interest in the RWC 2011. This is similar to the level of interest reported by Auckland residents. While interest in the event amongst Auckland businesses was extremely high, just a quarter of businesses (22.5%) felt a sense of involvement in the RWC 2011.

A survey of 500 businesses was conducted in December 2010 to assess the level of preparedness for RWC 2011. Of those surveyed, 83 per cent thought RWC 2011 would have a positive impact on their business. Businesses located in central Auckland, and hospitality providers and retailers expected the most impact. Over half of the respondents though that they were well prepared.

When surveyed post-event, only a small proportion (8.9%) of Auckland businesses indicated that RWC 2011 had been beneficial to their businesses. Respondents in the hospitality sector (18.2%) were more likely to have reported some benefits from the event, while respondents operating in the retail sector (4.5%) less likely. In addition, these results varied by location, and firm employment size. Those respondents located in the Auckland central, but outside the CBD, and those located in South Auckland, reported higher levels of benefits than businesses located elsewhere, although these differences are not statistically significant.

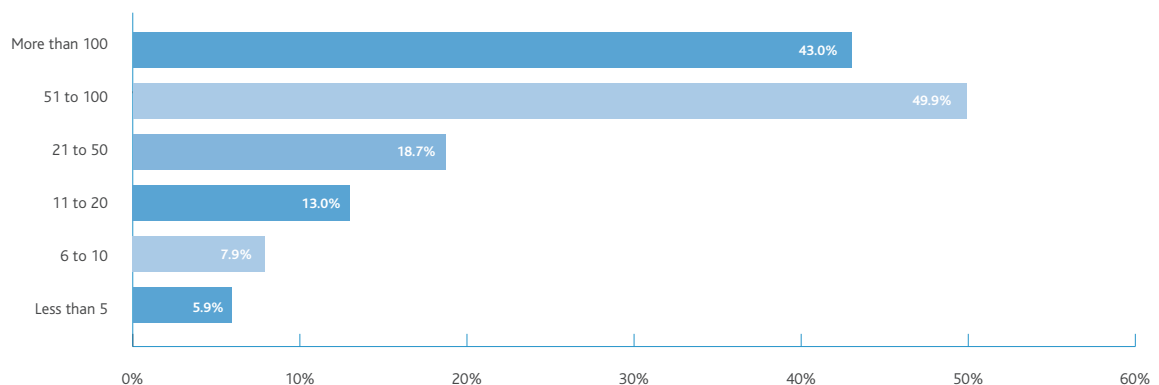
Figure 8 Proportion of respondents agreeing that RWC 2011 has been beneficial to their business, by firm location



Source: Auckland business survey – Interim findings

Furthermore, businesses employing more than 50 employees were much more likely to report benefits from the event than small-sized businesses.

Figure 9 Proportion of business that reported RWC 2011 has been beneficial to their business, by firm size



Source: Auckland business survey – Interim findings

A significant minority of businesses also reported having made some changes to their normal business operations, specifically for RWC 2011. For example, 7.7 per cent of the respondents hired additional staff during the period of the Tournament.

Finally, businesses reported minimum disturbances to city-run services. Of the Auckland business surveyed, 78.5 per cent of Auckland businesses surveyed (interim findings only) felt that services such as rubbish collection, street maintenance, and usual public

transport services, were the same during RWC 2011, compared with the level of usual services. 14.7 per cent thought it improved during the tournament, while 2.8 per cent felt it was worse than usual.

AUCKLAND BUSINESS SUPPORT PROGRAMME

In order to maximise opportunities around RWC 2011, support provided by ATEED and partner organisations to Auckland businesses focused on three aspects:

- ensuring businesses were prepared for RWC 2011 in Auckland through a *Match Ready* programme
- facilitating networking via the NZ2011 *Business Club* and associated events to increase the awareness of the diversity or quality businesses and their investment
- showcasing specific sectors to improve Auckland and New Zealand's international business image to business visitors.

MATCH READY FOR BUSINESS PROGRAMME

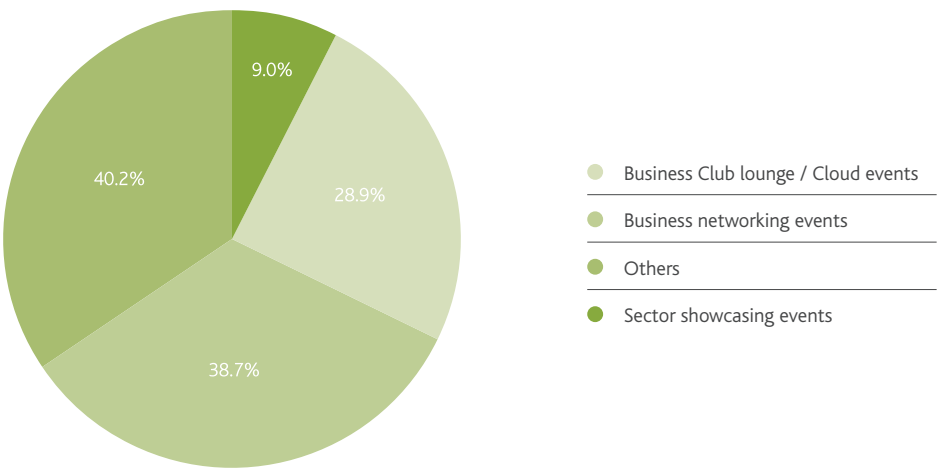
Of those surveyed businesses that signed up for the Match Ready programme,

- 39.5 per cent felt that the RWC 2011 had been beneficial to their business, and another 43.7 per cent disagreed that the event had been beneficial to them
- 36.1 per cent responded that the programme helped them prepare for the RWC 2011 and another 29.4 per cent disagreed.

5.2 NETWORKING AND INDICATION OF LEGACY IMPACTS

Of the Auckland businesses surveyed as part of the general business survey, 13.2 per cent participated in, or attended, a business-related events or activity associated with RWC 2011 as outlined in the diagram below.

Figure 10 Types of business-related events or activities



Source: Auckland Business Survey – Interim findings

In addition, 11.9 per cent hosted their own business function.

Businesses that signed up for the Auckland Match Ready programme and those that actively participated in the NZ2011 Business Club were targeted as part of two opinion surveys additional to the General Business survey. As these surveys are still currently active, results reported here are interim only. Due to the current sample these results are based on, the margin of error is + or -11.87%

The purpose of the Business Club and the Sector Showcase events were about creating opportunities for New Zealand and Auckland businesses to develop relationships with overseas counterparts.

Of the survey respondents, 71 per cent of businesses that actively participated in the Business Club felt a sense of involvement in RWC 2011 – this includes 45.1 per cent that felt a strong sense of involvement.

The majority of those surveyed agreed that RWC 2011 had positive impacts on both the city and their business as detailed in the table below.

Table 7 Perceived impacts from the RWC 2011 on businesses in the NZ2011 Business Club

	Agree	Disagree
The RWC 2011 increased awareness of Auckland as a place to invest and do business	75.8%	3.2%
The RWC 2011 increased my business network in New Zealand	63.8%	21.7%
The RWC 2011 has been beneficial to my business	58.8%	19.1%
The RWC 2011 has assisted with exposure to new and existing markets	52.2%	13.1%
The RWC 2011 increased my business network internationally	52.2%	20.3%
The RWC 2011 has assisted with the opportunity to connect sales and distribution networks	43.5%	18.8%
The RWC 2011 has assisted with the launch of new products	33.3%	23.2%
The RWC 2011 has assisted with the opportunity to secure investment	29.0%	30.4%

Source: Business Club Survey – Interim findings

Four in ten (42.0%) of respondents to the NZ2011 Business Club survey reported having significant leads to follow in the next three months. Following the NZ2011 Business Club activity and sector showcasing events, ATEED indicated that “deals within key sectors are already underway and could deliver up to \$150 million to the Auckland economy, the earliest of these expected to be finalised in March 2012.” The following table summarises these potential opportunities by sector.

Table 8 Pipeline of opportunities in Auckland

Trade opportunities in the pipeline by industry sector	
Marine	17
Bioscience	10
Food & Beverage	13
ICT	13
Screen	6
Aviation	5
Creative	2
Agribusiness	1
Other	4
Total	71
Investment* opportunities into Auckland	
Total	21
Country of origin**	
Asia	11
Australia	26
North and South America	15

Europe	16
South Africa	1
Total	63

* Venture Capital funding and Foreign Direct Investment, note number excludes Angel Association Event

**Some parties are interested in multiple sector opportunities, hence total country does not equate total opportunities

Source: ATEED economic development team

While it is possible that the deals realised during or shortly after the RWC 2011 were in the pipeline already, the events, associated with hosting and networking opportunities might have brought those deals forward.

By way of example, one business leader who attended the showcasing of Auckland's key industry sectors indicated that:

“We have built a very solid foundation that has positioned us amongst the world's best [locations for screen production] but the RWC added an emotional response that has made us stand out with some of the biggest producers and investors in our sector.”

Pete Rive, screen sector

SOCIAL IMPACTS OF RWC 2011 IN AUCKLAND

Mega events, such as the 2000 Sydney Olympics, have been reported to have a significant impact on the pride of the host nation, and create an important feel good factor. Major sporting events can also, however, cause disruption by their very nature – and in some cases worse – e.g. when a favoured sports team loses leading to violence.

This section describes some of the major social impacts the event has had on local residents including the impact it had on day to day council services, as well as any changes the event might have on Aucklanders' future behaviour.

The previous section on participation rates indicated a high level of interest and participation in RWC 2011 and associated events, which gives an indication of social impacts: people wanted to be involved and did so.

6.1 SENSE OF PRIDE

The survey of Auckland residents indicated that of those surveyed:

- 89.1 per cent were proud of the way Auckland hosted visitors for RWC 2011
- 85.6 per cent feel a sense of pride in the way the Auckland region looked and felt during the Tournament
- 87.8 per cent feel that RWC 2011 has generated a greater sense of community spirit in Auckland
- 67.9 per cent felt a sense of involvement in RWC 2011.

As a comment, we note that public survey opinions are often divided. To get results of this magnitude seems rare in a New Zealand context. It would seem fair to conclude that an overwhelming majority of those surveyed considered RWC 2011 had a positive impact on Auckland as a community, as well as themselves as individuals.

6.2 DISTURBANCE BY THE EVENT

Disturbance by the event appears to have been minimal judging by the following survey results.

Of the Auckland residents surveyed, 84.9 per cent felt that services such as rubbish collection, street maintenance, and usual public transport services, were the same during RWC 2011, compared with the level of usual services, while 11.4 per cent felt these services were better. Only 2.2 per cent felt service levels dropped during the tournament, these principally being recycling and rubbish collection services.

Similarly, of those surveyed, a significant majority reported that day to day public transport services operated as usual and that road traffic was well managed in Auckland during the tournament period.

Table 9 Impact on usual operations as perceived by Auckland residents

	Agree	Disagree
During the overall period of RWC 2011:		
○ Day to day public transport service around Auckland operated as usual.	63.4%	1.6%
○ Day to day traffic on Auckland's roads was well managed.	78.8%	1.4%

Source: Auckland Residents Survey

6.3 AVOIDING THE EVENT

A small minority (2.5%) of residents reported leaving or planning to leave Auckland specifically to avoid RWC 2011. Of those who left, nearly a quarter chose to travel exclusively overseas, while the others travelled either within NZ or NZ and overseas. Similarly, Statistics New Zealand reported a 4 per cent increase in overseas trips amongst New Zealand residents, and explained this increase by the delayed school holidays that were timed to coincide with the final week of RWC 2011.

6.4 IMPACTS FROM VOLUNTEERING

Those who volunteered during RWC 2011 reported strong positive benefits. A non-representative survey of 157 volunteers¹⁷ who participated in the formal ATEED Host Volunteer Programme explored the level of satisfaction of their volunteering experience. The results indicate a high level of satisfaction overall. Out of those surveyed, 95 per cent were satisfied with their overall experience of being a volunteer during the RWC 2011.

Other survey results show that:

- 84 per cent were satisfied with the training they received to be a volunteer before RWC 2011
- 92 per cent were satisfied with the way the volunteers were organised and managed during RWC 2011
- 92 per cent would volunteer at a future event in Auckland based on their experience as a RWC 2011 volunteer
- 91 per cent felt that they were adequately recognised and rewarded for their service as a RWC 2011 volunteer
- 93 per cent would recommend volunteering for an event in Auckland to a friend.

ATEED has estimated that volunteers in Auckland provided over 150,000 hours of labour, or the equivalent of over NZ\$2 million in donated labour. When asked to sum up their experiences, volunteers provided extremely positive reviews of their experience. The following statements are indicative of the general tone of the responses:

"It proved to be an outstanding experience, one to remember for many years. And would I do it again, absolutely YES."

¹⁷ Non-weighted survey results

“The experience was awesome. I'm proud to be a RWC volunteer”

“A lot more fun than I expected, feeling happy and proud to be one of the representatives of this big event.”

While strictly speaking a non-representative survey, given these results it would seem relatively safe to assume that volunteers involved overwhelmingly enjoyed the experience. It would seem equally safe to assume that this increases the chances that they would volunteer again for future events.

6.5 LEGACY SOCIAL IMPACTS

In terms of the effects of staging the RWC 2011 on people, the Auckland residents reported potentially changing their behavior in the future as follows:

- 36.5 per cent felt more likely to consider using public transport to get around Auckland as a result of RWC 2011
- 39.8 per cent feel that RWC 2011 has inspired them to participate in sports or be more active generally
- 26.8 per cent feel that RWC 2011 has inspired them to get involved in sports as a coach, official or volunteer.

IMPACTS ON PLACE MAKING

Cities and nations often pursue large events in order to provide an opportunity to improve a place's amenity and infrastructure and to enhance its image therefore contributing to its competitiveness.

Mega events are indeed often a catalyst for large-scale investment in sporting and other infrastructure and as such are often used as a tool to regenerate an urban area. The 1992 Olympics held in Barcelona is commonly perceived as a success story when it comes to improvements in urban form and amenities.

Mega events, as they turn cities and nations into a global focus of attention, are also thought to provide a top-quality marketing and advertising that contributes to sell the place's image all over the world.

In this section, we report on the physical impacts that the event has made on the Auckland's *urban scape*, and its impact on how the city is perceived here and abroad.

7.1 INFRASTRUCTURE DEVELOPMENT

RWC 2011 has proven a strong catalyst for improvements to stadia, transport infrastructure and the waterfront precinct in Auckland. Some projects have been uniquely delivered for the event, while others would have happened anyway, albeit maybe at a later stage or on a more modest scale.

Possibly the tournament's biggest legacy is the opening of some of Auckland's waterfront both to the east and the west of the Viaduct Harbour, providing greater access to the waterfront. Queens Wharf was purchased jointly by the Auckland Regional Council and the New Zealand Government. Both the wharf and Shed 10 were up-graded and a temporary venue (known as The Cloud) developed. Queens Wharf was the focal point for events at the waterfront during the Tournament.

The first phase of Wynyard Quarter was redeveloped in time for the Tournament. Projects included:

- Viaduct Events Centre on Halsey Wharf
- Wynyard Crossing, which spans the Viaduct Harbour between Te Wero Island and Halsey Wharf
- Karanga Plaza, a public plaza between the Viaduct Events Centre and Wynyard Quarter
- North Wharf, markets and cafes on the waterfront in Wynyard Quarter
- Jellicoe Street, the heart of Wynyard Quarter with restaurants, bars and public spaces
- Silo Park, Wynyard Quarter.

Parts of the CDB redevelopment were also brought forward in time for the Tournament, in particular the shared spaces in Fort St, Elliott and Darby streets.

Of the Auckland residents surveyed, 78.8 per cent agree that improvements made to the CBD and waterfront area (that is, Auckland's central city area, Queens Wharf and the Wynyard Quarter) will have long-term benefits for Auckland. Similarly, interim results from the Auckland business survey show that 76.6 per cent agree (and 6.6 per cent disagree) that improvements to waterfront will have long-term benefits for Auckland.

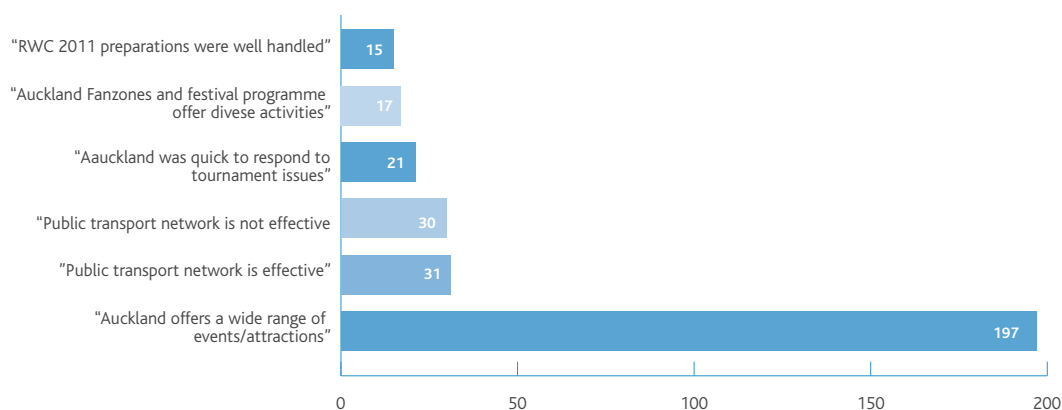
The public transport system was also improved, with upgrades to Kingsland and Morningside stations and the development of the Strand rail station as a back-up option to Britomart as part of public transport contingency planning. Finally, a number of precincts were up-graded, such as the Eden Park Precinct.

7.2 KEY MESSAGES FROM GLOBAL MEDIA ABOUT AUCKLAND

This section is not complete for this report and will be added in the April 2012 update

While the majority (72%) of the media coverage was neutral, a quarter (26.4%) was positive and only one per cent was unfavourable. There was little variation in average favourability ratings by country of origin. The key message in the international media was that “Auckland offers a wide range of events/attractions” as shown in the diagram below.

Figure 11 Leading messages in the international media



Source: 360^m Media Analysis Report November 2011

7.3 AUCKLAND AS A MAJOR EVENT DESTINATION

The distinctive assets of a city are important in terms of its attractiveness as a place to live, do business and visit. “Brand” and identity are a product of a city’s distinctive features, such as a recognised culture, and are significant in the knowledge economy.¹⁸

Visitors to Auckland for RWC 2011 appear to have taken away a very positive impression of the city. Surveyed domestic and international visitors as well as visiting media recorded the following responses:

Table 10 Visitors views on Auckland as a place to visit

	Domestic visitors	International visitors	Visiting media
Auckland is a great place for an event of this kind	93.4 % Agree 0.6% Disagree	90.9% Agree 2.2% Disagree	87.7% Agree 4.1% Disagree
Quality of service provided overall by Auckland	93.3% Good / Very Good 0.4% Not so good/Poor	95.3% Good / Very Good 0.6% Not so good/Poor	90.4% Good / Very Good 1.4% Not so good/Poor
Auckland has attractions and things to see and do	93.2% Good/Very Good 0.2% Not so good/Poor	90.0% Good / Very Good 2.0% Not so Good/Poor	75.3% Good / Very Good 4.1% Not so Good/Poor
Friendliness of the local people	92.3% Good/Very Good 0.2% Not so good/Poor	93.2% Good/Very Good 2.2% Not so good/Poor	93.6% Good/Very Good 4.2% Not so good/Poor
Likely to recommend Auckland to others as a place to visit	88.3 % Likely/Very Likely 1.7% Unlikely/very unlikely	92.0% Likely/Very Likely 2.2% Unlikely/very unlikely	87.7% Likely/Very Likely 2.8% Unlikely/very unlikely

Source: Visitors Survey: International and Domestic, and Visiting Media survey-interim results

Finally, a strong majority of Aucklanders felt that Auckland should bid to host future large events.

Table 11 Level of agreement with Auckland hosting future large events in the future

Auckland should bid to host future events	Auckland residents	Auckland businesses
Agree	83.1%	69.7%

¹⁸ W Hutton, Building Successful Cities in The Knowledge Economy: The Role Of Soft Policy Instruments, The Work Foundation (date unknown)

Disagree	7.8%	15.6%
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Source: Auckland residents survey and Auckland businesses survey-interim results

SECTION C:

OBJECTIVES' ACHIEVEMENT

8. Satisfaction with delivery of RWC 2011

- 8.1 Overall satisfaction with RWC 2011 in Auckland
- 8.2 Satisfaction with organisations
- 8.3 Satisfaction with delivery of public events
- 8.4 Satisfaction with Media lounge
- 8.5 Satisfaction with transportation
- 8.6 Safety perceptions

9. Framework reporting

- 9.1 Approach to reporting
 - 9.1.1 Objective 1: Stage a benchmark event
 - 9.1.2 Objective 2: Maximise the economic return
 - 9.1.3 Objective 3: Deliver the experience
 - 9.1.4 Objective 4: Leave a positive legacy
 - 9.1.10 Objective 5: Maintain services

The Auckland Council Group developed a vision and articulated five strategic objectives and five legacy goals against which the success of RWC 2011 in Auckland can be measured.

Section 8 highlights survey results on satisfaction with various delivery elements of the RWC 2011 in Auckland.

Section 9 provides a preliminary assessment of the achievements against the five objectives and five legacy goals, and associated Key Performance Indicators.

SATISFACTION WITH DELIVERY OF RWC 2011

Resident, business, visitor and visiting media survey respondents were asked to report their satisfaction levels with regards to various delivery aspects of the event. Findings are presented below. Results for the media and business surveys are interim only.

8.1 OVERALL SATISFACTION WITH RWC 2011 IN AUCKLAND

There was an overwhelming agreement amongst survey respondents that the RWC 2011 has been a successful event, as results in the table below show. Nine out of ten Aucklanders surveyed felt the event was successful, and visitors from outside Auckland were even stronger in their views.

Table 12 Views on the success of RWC 2011 in Auckland as an event

Regardless of which team wins/won, RWC 2011 in Auckland has been a successful event	Agree	Disagree
Auckland residents	89.3%	3.3%
Auckland businesses (interim results)	89.6%	3.9%
Domestic visitors	96.2%	0.6%
International visitors	95.4%	0.5%
Visiting media (interim results)	91.8%	2.7%

Source: Auckland residents, businesses, visitors, and visiting media surveys

8.2 SATISFACTION WITH ORGANISATIONS

There was similarly strong support for the organisation and delivery of RWC matches in Auckland although there was slightly less support from businesses as opposed to the other groups surveyed.

Table 13 Organisation of Auckland RWC 2011 matches

The rugby matches in Auckland were well-organised and delivered	Agree	Disagree
Auckland residents	94.0%	1.8%
Auckland businesses (interim results)	80.4%	2.1%
Domestic visitors	98.5%	0.7%
International visitors	96.3%	1.6%

Visiting media (interim results)	86.3%	4.1%
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Source: Auckland residents, businesses, visitors, and visiting media surveys

Overall international visitors who attended the matches thought both Eden Park and North Harbour Stadium were well equipped with facilities as shown in the table below. Furthermore, they commented on the atmosphere in and around the stadium:

- 87.2 per cent agree that there was a good atmosphere in and around North Harbour Stadium
- 94.5 per cent agree that there was a good atmosphere in and around Eden Park.

Table 14 Satisfaction with facilities in stadia amongst international ticket holders

	Agree	Disagree
North Harbour Stadium was well equipped with facilities	77.8%	9.4%
Eden Park was well equipped with facilities	86.2%	7.7%

Source: IRB/ MED survey of international ticket holders, interim findings

8.3 SATISFACTION WITH DELIVERY OF PUBLIC EVENTS

There was relatively strong support for the organisation of RWC 2011 events in Auckland although less support among businesses and to an extent, local residents when compared with the strong support from visitors to the region.

Table 15 Organisation of Auckland events associated with RWC 2011

The Auckland events associated with RWC 2011 – excluding the matches – were well-organised and delivered.	Agree	Disagree
Auckland residents	79.6%	9.8%
Auckland businesses (interim results)	66.8%	9.1%
Domestic visitors	88.2%	1.3%
International visitors	89.6%	2.0%
Visiting media (interim results)	69.9%	5.5%

Source: Auckland residents, businesses, visitors, and visiting media surveys

Similar views were held on the sufficiency of facilities at Auckland's RWC 2011 events:

Table 16 Facilities for Auckland events associated with RWC 2011

The venues for the events were well equipped with facilities ¹⁹	Agree	Disagree
Auckland residents	80.1%	7.9%
Domestic visitors	87.5%	2.2%
International visitors	87.3%	3.4%

¹⁹ Toilets, places to buy food and drink, medical assistance, security staff, etc

Visiting media (interim results)	84.9%	2.7%
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Source: Auckland residents, businesses, visitors, and visiting media surveys

Only 9 per cent of international visitors surveyed attended the Opening Night events and match. Of those who attended Opening Night:

- 59.7 per cent used public transport to get there
- 45.7 per cent agreed the opening events were well organised
- 50.4 per cent disagreed the opening events were well organised (of which 33 per cent strongly disagreed).

Auckland Residents were also asked to identify events associated with RWC 2011 in Auckland (not the matches themselves) and to identify which organisations were responsible for the planning and payment of these events. The vast majority associated the Auckland Council and / or ATEED with the events. Results were as follows:

Table 17 Organisations perceived to be responsible for the RWC 2011 public events

Auckland Council/ Auckland Tourism, Events and Economic Development	62.3%
New Zealand Government	32.6%
New Zealand Rugby Football Union	19.2%
Sponsors (Toshiba, ANZ, Heineken, Emirates, MasterCard etc)	13.7%
Veolia/Auckland Transport	10.3%
International Rugby Board	10.3%
Ratepayers	8.9%
NZ2011 Ltd	7.0%
Don't know	25.6%

Source: Auckland residents survey – More than one answer possible

8.4 SATISFACTION WITH MEDIA LOUNGE

Based on a small sample of media who have participated in the survey to date, three in four (74.0%) visiting media reported that the Media Lounge in The Cloud was an enjoyable place to socialise, and 63.0 per cent thought The Cloud was a well-equipped place to work.

8.5 SATISFACTION WITH TRANSPORTATION

The following table shows how those who attended matches at Eden Park and North Harbour Stadium travelled to and from the stadiums. Those who attended matches in Eden Park used a range of transport modes, walking being especially popular amongst visitors.

Table 18 Transport modes to RWC 2011 matches at Eden Park

Mode of transport	Auckland residents	Domestic visitors	International visitors
Car	51.7%	35.3%	24.0%
Public bus	37.1%	36.8%	40.8%
Walk	36.9%	62.8%	50.8%
Train	31.4%	33.5%	41.7%
Ferry	4.3%	2.6%	1.6%
Bicycle	5.0%	N/A	N/A
Privately chartered bus	2.2%	5.6%	12.2%

Note: Given that typically more than one transport mode is possible for each trip, totals to not add to 100 per cent.

Source: Auckland residents and visitors surveys

Travel by car and bus were the primary means of attending matches in North Harbour. Walking results are likely to be from purposely-provided RWC 2011 car parking sites in the near vicinity of the stadium.

Table 19 Transport modes to RWC 2011 matches at North Harbour Stadium

Mode of transport	Auckland residents	Domestic visitors	International visitors
Car	64.6%	56.3%	35.3%
Public bus	44.6%	56.3%	53.2%
Walk	9.6%	12.5%	11.1%
Train	8.0%	6.3%	N/A
Ferry	4.1%	0%	2.8%
Bicycle	N/A	N/A	N/A
Privately chartered bus	2.0%	0%	13.2%

Note: Given that typically more than one transport mode is possible for each trip, totals to not add to 100 per cent.

Source: Auckland residents and visitors surveys

International visitors who attended matches in Auckland were asked to comments on the quality of information on public and private transport to and from the stadiums, and the ease of going around. Results are favourable, as shown in the two tables below.

Table 20 International ticket holders' view on transport information to and from the stadiums

	Agree	Disagree
Good information was available on public transport	83.1%	8.6%
private transport to and from the stadiums	53.2%	15.5%

Source: MED/IRB International Ticket Holders Survey – Interim findings

Table 21 Mean ratings on ease of transportation in Auckland

	Mean rating
Ease of using Auckland roads	8.0
Ease of using public transport	8.1
Ease of walking	8.5

Where 1 is not at all satisfied and 10 is extremely satisfied

Respondents were asked to rate their level of satisfaction with both public transport and roads during the tournament in general and during match days as outlined below. Given the breakdown of the public transport system due to unforeseen demand on Opening Night, residents and visitors were asked to also comment separately on their satisfaction with public transport on Opening Night, and during the rest of the tournament period.

Reported levels of satisfaction varied among respondents, with Auckland residents being the least satisfied. The majority of respondents, with the exclusion of Aucklanders, agreed that public transport in Auckland was well organised on days there have been matches and large public events. Similar ratings were achieved for road traffic.

Table 22 Views on public transport

	Auckland residents	Domestic visitors	International visitors	Visiting Media
On days where there have been matches or large public events, public transport in Auckland was well organised.	48.3% Agree 19.9% Disagree	53.7% Agree 7.2% Disagree	68.7% Agree 5.4% Disagree	60.3% Agree 23.3% Disagree
<u>Excluding the opening day</u> - on days where there have been matches or large public events, public transport in Auckland was well organised.	66.4% Agree 4.8% Disagree	94.4% Agree 0.0% Disagree	65.2% Agree 17.2% Disagree	N/A
The public transport I use on the opening night was well organised ²⁰ .	33.9% Agree 59% Disagree	N/A	N/A	N/A

Notes: Well-organised is described as "People have been able to get to where they need to go on time, easily and safely." Operated as usual is described as "People using public transport have been able to get to where they need to go as usual."

Source: Auckland residents, businesses, visitors, and visiting media surveys

Table 23 Views on roading

	Auckland residents	Domestic visitors	International visitors	Visiting Media
On days where there have been matches or large public events, traffic on Auckland roads was well managed.	70.8% Agree 3.2% Disagree	59.4% Agree 3.6% Disagree	71.1% Agree 3.0% Disagree	67.1% Agree 9.6% Disagree

Source: Auckland residents, businesses, visitors, and visiting media surveys

8.6 SAFETY PERCEPTIONS

A significant majority of survey respondents reported feeling safe travelling to and from matches, events and generally around Auckland during the RWC as follows:

²⁰ This question was only asked of Auckland residents.

Table 24 Safety at matches, events and around Auckland

I felt safe	in and around Auckland during the RWC	Asked of attendees only	
		travelling to and from rugby matches at Eden Park ²¹	attending Auckland events associated with the RWC
Auckland residents	82.7% Agree 3.3% Disagree	91.8% Agree 2.9% Disagree	91.7% Agree 3.0% Disagree
Domestic visitors	93.4% Agree 0.2% Disagree	99.6% Agree 0.4% Disagree	95.5% Agree 0.6% Disagree
International visitors	94.5% Agree 1.0% Disagree	96.9% Agree 1.2% Disagree	95.1% Agree 1.8% Disagree
Visiting media (interim results)	84.9% Agree 6.8% disagree	89.0% Agree 4.1% Disagree	89.0% Agree 4.1% Disagree

Source: Auckland residents, businesses, visitors, and visiting media surveys

²¹ Results were very similar for North Harbour Stadium.

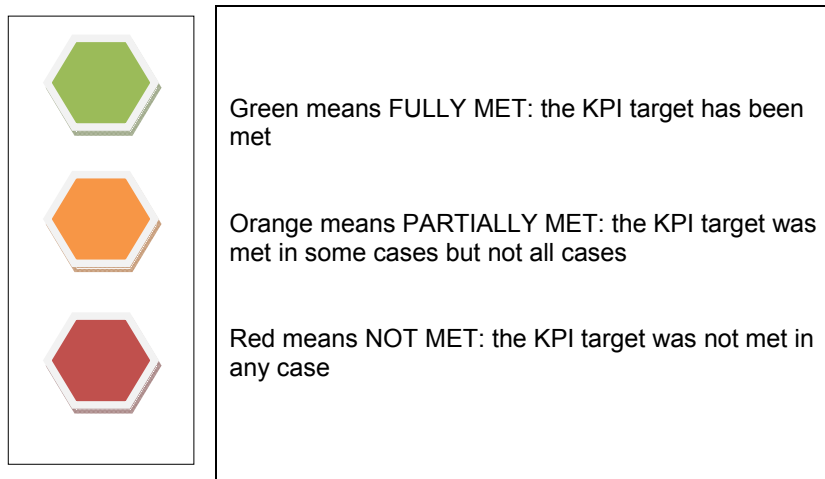
FRAMEWORK REPORTING

It is too early to draw full conclusion as to the level of success of the RWC 2011 in Auckland. This will be best done when in possession of the full set of findings and impacts, including the economic impacts that will be available in April 2012. Hence this section will be revisited as part of the April 2012 update. We are, however, able to provide some early indication as to whether the objectives set by the Auckland Council Group for hosting the RWC 2011 in Auckland have been achieved.

In this section, we provide an early assessment as to whether the Council Group was successful in meeting its objectives associated with the hosting of the RWC 2011 in Auckland. Each objective was populated by a range of qualitative and quantitative Key Performance Indicators (KPIs) developed by the Auckland Council Group as a measure of the success of the RWC 2011 in Auckland.

9.1 APPROACH TO REPORTING

We report achievement against objective using a single traffic light system for each KPI. The full set of KPIs is presented in Appendix.



EXAMPLE:

KPI 4.5.3 is "The majority of Aucklanders believe Auckland is a great place for major events and should bid to host future major events".

The KPI target is 70 per cent agree or strongly agree.

Agreement is amongst Auckland residents and Auckland businesses (or two cases).

Scores recorded are: 83 per cent of Aucklanders and 69.7 per cent of Auckland businesses agree or strongly agree.

The target was met for the Auckland residents, but not for the Auckland businesses. The KPI is assessed as partially met: ORANGE.

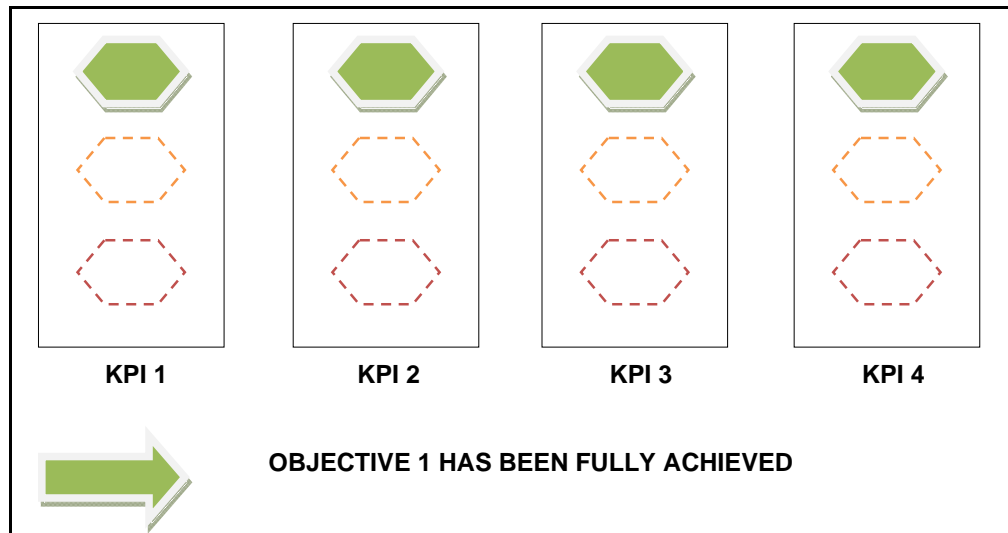
9.2 REPORTING AGAINST OBJECTIVES

9.1.1 OBJECTIVE 1: STAGE A BENCHMARK EVENT

Council's first objective was to "stage a benchmark event: the Rugby World Cup 2011 is considered a highly successful Rugby World Cup by the IRB, participants, media and spectators, Aucklanders and New Zealanders".

Four KPIs support this objective:

KPI 1	High attendance at Council delivered RWC 2011 events
KPI 2	Majority of relevant stakeholders rate RWC 2011 in Auckland as a successful event
KPI 3	Majority of international media coverage of the overall RWC 2011 is neutral or positive
KPI 4	Domestic and international visitor numbers to Auckland exceed targets for the event period



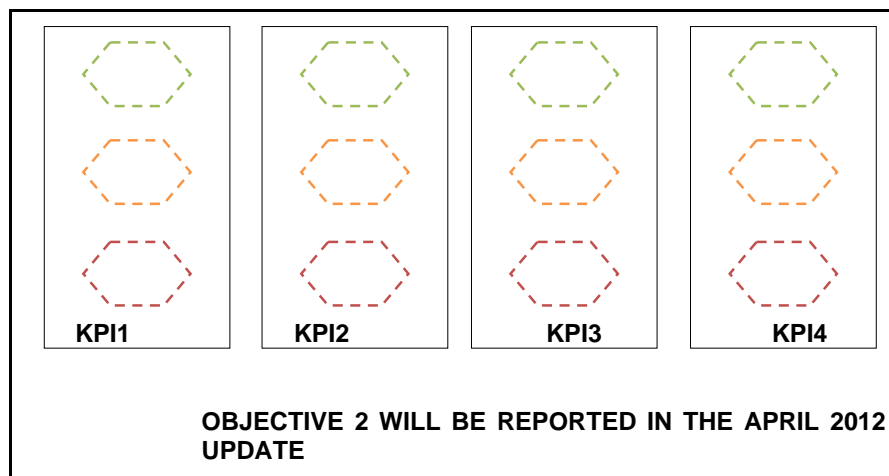
9.1.2 OBJECTIVE 2: MAXIMISE THE ECONOMIC RETURN

Council's second objective was to maximise the economic return of the event: that the Rugby World Cup delivers meaningful economic benefit in the short and the long term for Auckland.

Four KPIs support this objective:

KPI 1	Significant direct economic expenditure in Auckland results from the RWC 2011
KPI 2	Significant total economic impact in Auckland results from the RWC 2011
KPI 3	Auckland businesses taking part in a RWC 2011 benefit programme report an increase in national and international networking opportunities
KPI 4	Significant total long-term economic impacts in Auckland results from the RWC 2011

The information to populate the KPIs under Objective 2 will be available in April 2012.

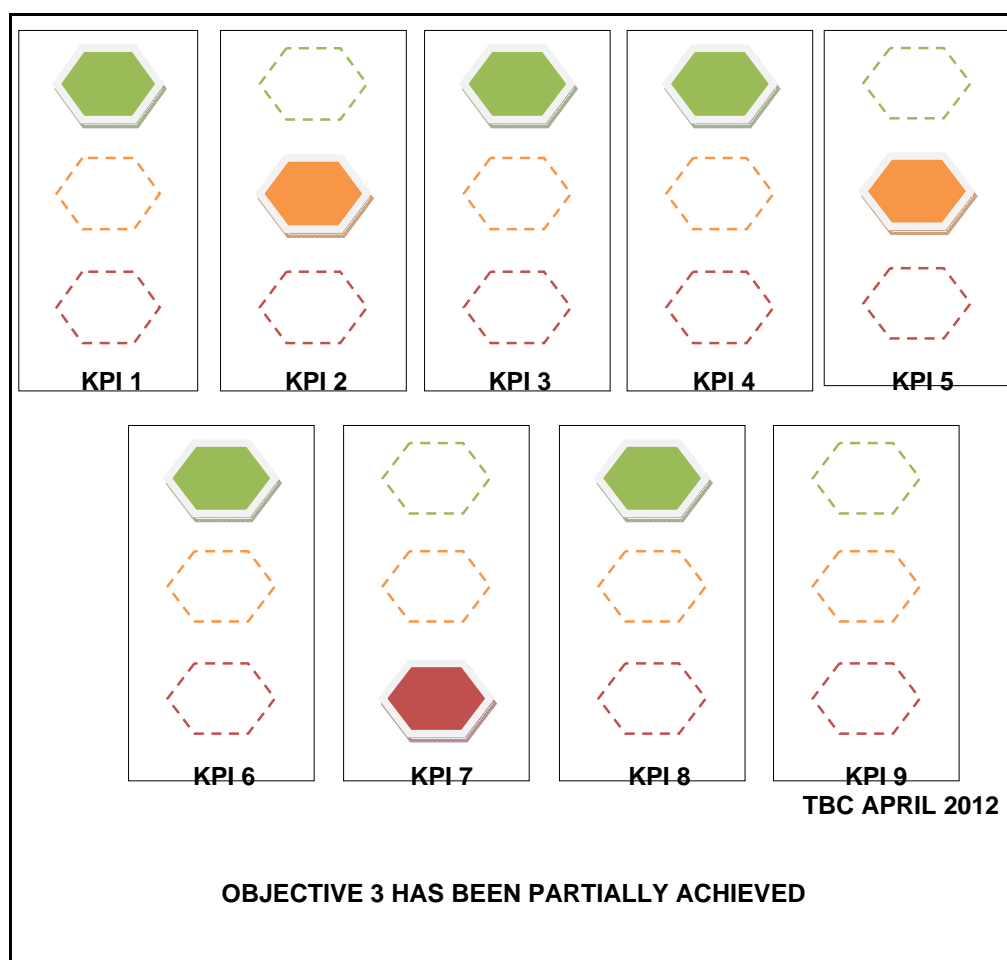


9.1.3 OBJECTIVE 3: DELIVER THE EXPERIENCE

Council's Objective 3 is to "deliver the experience: Auckland is perceived as an efficient, vibrant, sophisticated and engaging city by domestic and international visitors and locals."

Nine KPIs support this objective:

KPI 1	The majority of relevant stakeholders believe Auckland was well presented for the RWC 2011
KPI 2	The majority of relevant stakeholders believe that RWC 2011 matches and ancillary events were well organised and delivered
KPI 3	All of Auckland's socio-economic groups across Auckland were able to participate in RWC 2011 in some way
KPI 4	The majority of relevant stakeholders believe venues and facilities were well equipped with amenities
KPI 5	The majority of relevant stakeholders were satisfied with traffic and transport systems to and from the matches and events
KPI 6	Event attendees felt safe
KPI 7	The majority of business participants believe Match Ready for Business helped them prepare for the RWC 2011
KPI 8	Eden Park redevelopment is complete on time and on budget
KPI 9	Delivery of Auckland programme to budget



9.1.4 OBJECTIVE 4: LEAVE A POSITIVE LEGACY

Rugby World Cup 2011 delivers long-term enduring physical, economic and social benefits to the Auckland region. The legacy is articulated around five goals:

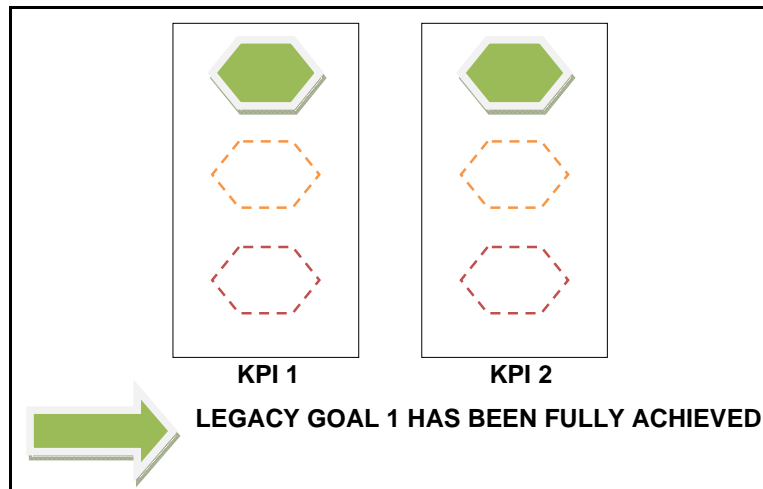
1. Making the most of Auckland's waterfront
2. Telling the world Auckland's story
3. Taking pride in our place
4. Making public transport a habit for Aucklanders
5. Positioning Auckland as a major events destination.

Legacy goal 1: Making the most of Auckland's waterfront

Council's first legacy goal is "making the most of Auckland's Waterfront".

Two KPIs support this objective:

KPI 1	Waterfront Auckland RWC catalysed projects are delivered on time for the RWC 2011
KPI 2	Improvements to the Auckland waterfront made for the RWC 2011 will improve the quality of life of Aucklanders in the future

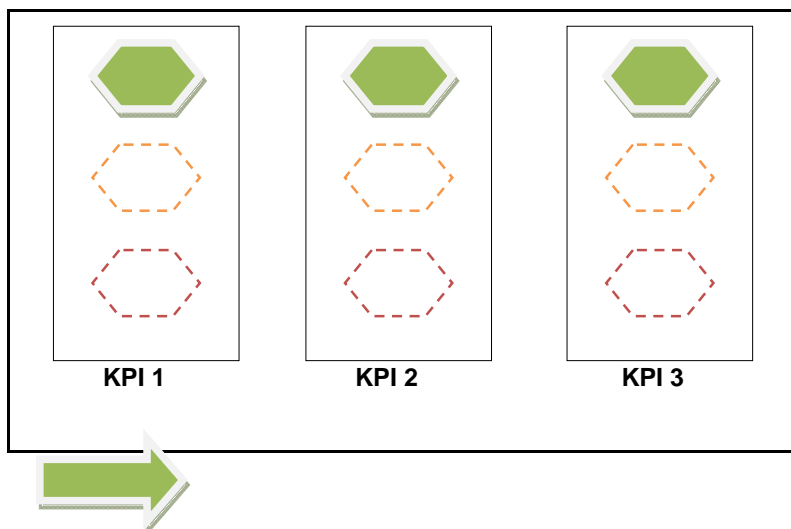


Legacy goal 2: Telling the world Auckland's story

Council's second legacy goal is "telling the world Auckland's story".

Three KPIs support this objective:

KPI 1	There is a strong indication that RWC 2011 business benefit programmes increased awareness of Auckland as a place to invest and do business
KPI 2	The majority of visitors would recommend Auckland as a travel destination to others
KPI 3	The majority of visitors rate Auckland highly as a destination



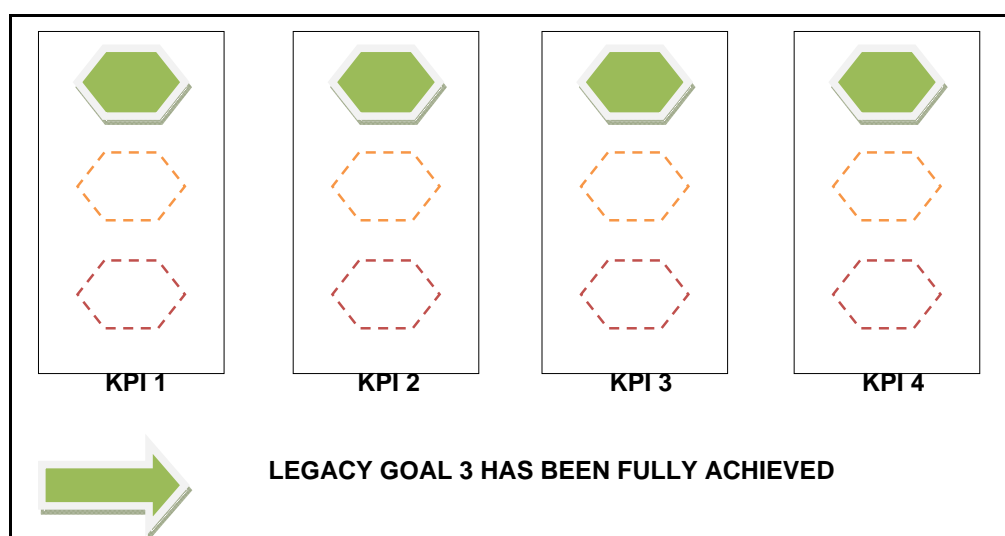
LEGACY GOAL 2 HAS BEEN FULLY ACHIEVED

Legacy goal 3: Taking pride in our place

Council's third legacy goal is "taking pride in our place".

Four KPIs support this objective:

KPI 1	RWC 2011 in Auckland incorporated sustainability features and initiatives
KPI 2	Significant number of Aucklanders attended RWC 2011 matches and public events in Auckland
KPI 3	The majority of Aucklanders reported that they felt a sense of pride in the way Auckland hosted the RWC 2011
KPI 4	Auckland residents felt a sense of involvement with RWC 2011 in Auckland

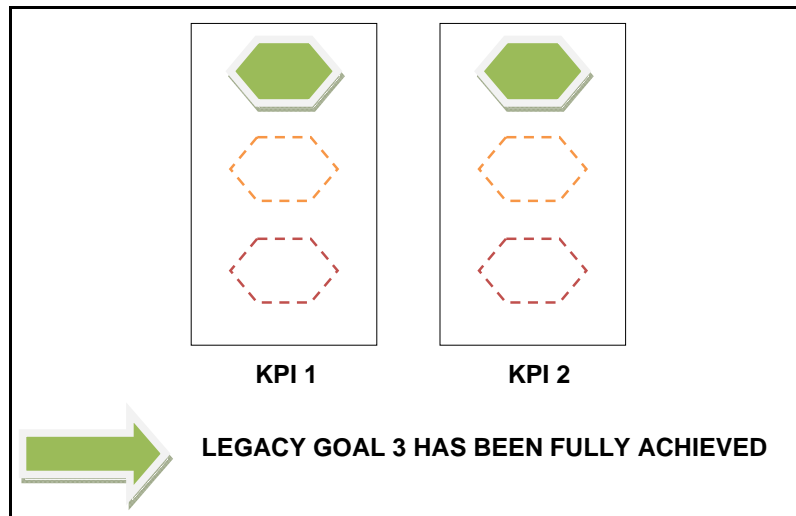


Legacy goal 4: Making public transport a habit for Aucklanders

Council's third legacy goal is "making public transport a habit for Aucklanders".

Two KPIs support this objective:

KPI 1	Aucklanders made use of non-private vehicle transport to attend matches and public events in Auckland
KPI 2	Aucklanders may make greater use of alternative non-private travel modes in the future

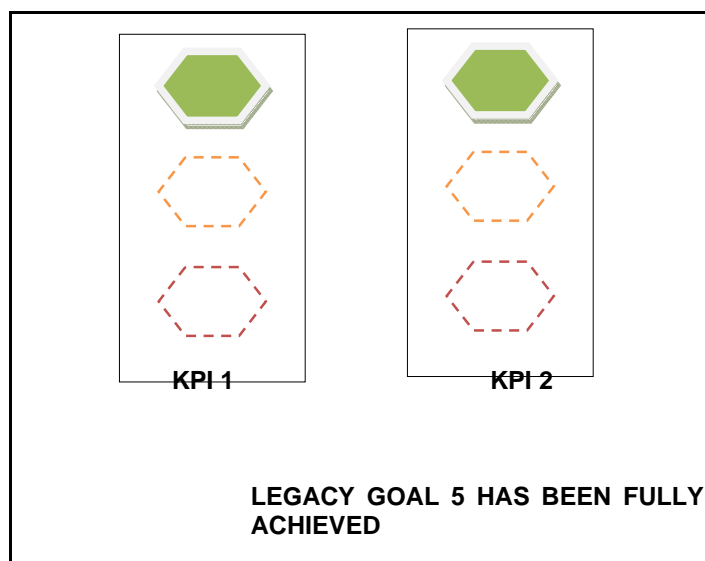


Legacy goal 5: Positioning Auckland as a major events destination.

Council's fifth legacy goal is "positioning Auckland as a major events destination".

Three KPIs support this objective:

KPI 1	The majority of international media coverage of the organisation of RWC 2011 is neutral or positive
KPI 2	The majority of Aucklanders and stakeholders believe Auckland is a great place for major events and should bid to host future major events



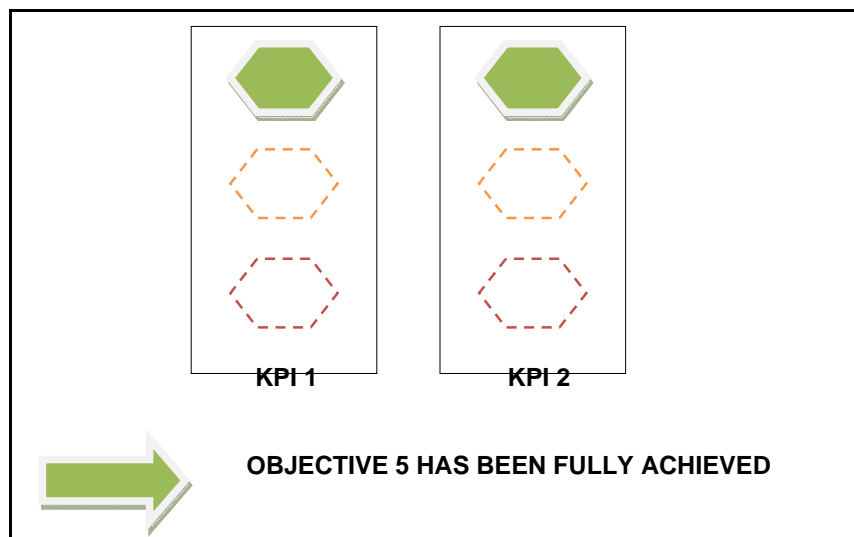
9.1.5 OBJECTIVE 5: MAINTAIN SERVICES

The impact to business as usual services and activities caused by Rugby World Cup 2011 is minimised and well managed.

Council's fifth strategic objective is "maintaining the service".

Two KPIs support this objective:

KPI 1	Aucklanders did not experience a significant reduction in business as usual services during RWC 2011 (transport, traffic, cleaning and waste)
KPI 2	Stakeholders focused on caring for vulnerable sectors of the community believe RWC 2011 did not negatively impact on those who are vulnerable in Auckland



SECTION D:

COSTS AND DELIVERY

10. Funding for RWC 2011 in Auckland

11. Assessment of delivery programmes

- 11.1 Governance
- 11.2 City operations
- 11.3 Traffic and transport
- 11.4 Queens Wharf
- 11.5 Opening Night
- 11.6 Public events
- 11.7 Resident marketing
- 11.8 Tourism and Visitor Services
- 11.9 Media and communications
- 11.10 Community Engagement
- 11.11 Iwi and Māori
- 11.12 Community Festival
- 11.13 Business and economic development
- 11.14 Environmental and social programmes
- 11.15 Capital programmes
- 11.16 Feedback from external delivery agencies
 - Match venues
 - NZ Police
 - Utility providers

This section presents an overview of the financial and operational aspects of hosting RWC 2011 in Auckland. More specifically:

- Section 10 summarises the budgeted financial contributions towards the preparation and delivery of the RWC 2011 and ancillary events in Auckland by the Auckland Council Group, and other relevant parties. This section will be completed for the April update as information becomes available.
- Finally Section 11 presents the Auckland Council Group's reporting of the programme of work it delivered.

10. FUNDING FOR RWC 2011 IN AUCKLAND

Once Auckland signed its Host Region Agreement (HRA) a three year funding and expenditure programme was put in place which covered contractually specified and additionally anticipated operational and capital expenditure by each accountable organisation (that existed at the time) and by each financial year ending June .

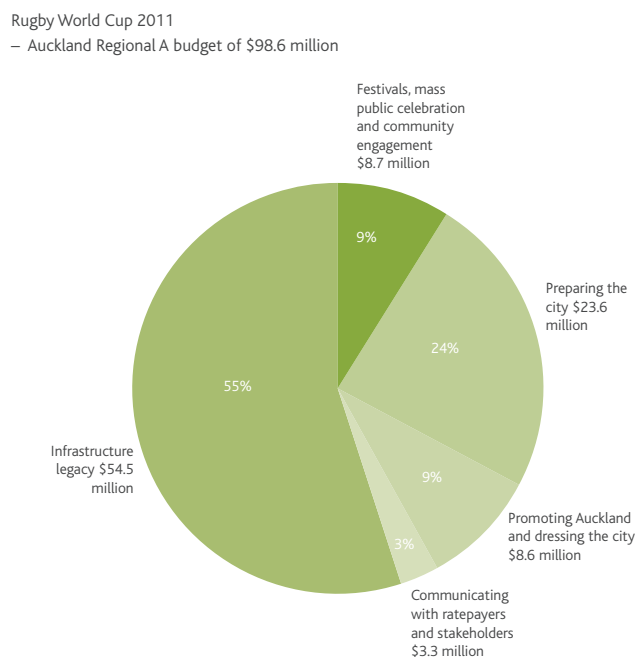
This three year (2009/10 to 2011/12) expenditure programme was broadly capped (“ring fenced”) at just under \$100m of rate payer funds. Operational expenditure (OPEX) and capital expenditure (CAPEX) was budgeted for a number of discrete projects, which themselves were grouped under a set of RWC2011 portfolios including Governance, Communications, Operations and Logistics, Leverage and Legacy, and Transport. The budget elements are presented in the diagram over.

A separate budget was developed and used for funding stadia upgrades and in particular Eden Park.

Following the Christchurch earthquake, the Australia vs Italy pool match and the Quarter Finals 2 and 4 were relocated in Auckland. In March of 2011, the Auckland Council Group approved an additional \$1.74 million on top of the ring-fenced budget to cover expenditure relating to hosting these three additional matches.

Furthermore, the events of the Opening Night (in terms of capacity shortfalls in the CBD and Waterfront / Queens Wharf) prompted a budget revision under the umbrella of ‘CBD and Waterfront Activation’ from both the Auckland Council Group (up to \$1.5m) and Government (up to \$4.0m).

Figure 12 Auckland Council Group “ring fenced” budget for RWC 2011



Source: Auckland Council Group

A summary of actual expenditure by the Auckland Council Group associated with hosting RWC2011 compared to the budgeted amount cannot be provided at the time of writing this report as not all costs have yet been received.

A complete picture of the financial contribution made by the Auckland Council Group for RWC 2011 will be included in the final report in April 2012.

To be reported as part of the April update: Actual expenditure from the Auckland Council Group and high level estimates of expenditures from Government, tournaments organisations and other parties as available

11. ASSESSMENT OF PROGRAMME DELIVERY

Auckland's role in the Tournament was specified in agreements with RNZ2011 and covered all RWC 2011²² activity outside the match venues. This includes training venues, team hosting, festivals, *Fanzones* and lead up and other public events, traffic and transport, banners and theming, schools and Adopt a Second Team activity, volunteers, environmental sustainability and destination marketing and visitor services.

In all, Auckland's RWC 2011 planning and delivery encompassed 139 projects, delivered across several agencies – just over half (75 projects) by ATEED, 27 projects by Auckland Transport, 23 by Auckland Council, ten by Waterfront Auckland and four by Regional Facilities Auckland. Activities were organised around the following 15 programmes:

1. Governance
2. City Operations
3. Traffic and transport
4. Queens Wharf
5. Auckland Opening Night
6. Public events
7. Resident marketing
8. Tourism and visitor services
9. Media and communication
10. Community engagement
11. Iwi and Māori engagement
12. Community festival events
13. Business and economic development
14. Environmental and social programmes
15. Capital projects.

In addition, feedback from other agencies such as the Police, utility providers and Eden Park and North Harbour Stadium, on their activity for RWC 2011 is provided in section 11.16.

The following section sets out the perspectives of the Auckland Council Group as to what was delivered, what worked, what did not work, and key lessons learned from each of these programmes that can be carried forward into future events planning.

11.1 GOVERNANCE

11.1.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

The Governance programme operated for over five years from mid 2006 to late 2011 and encompassed all of the coordination and reporting of the whole of Auckland RWC 2011 programme and the elements of the programme that were delivered across the

²² The New Zealand Government and the New Zealand Rugby Union (NZRU) established a special purpose Tournament delivery company, Rugby New Zealand 2011 Ltd (RNZ2011)

whole (such as budget and risk management). The governance programme is discussed in two parts:

1. Governance covering:
 - Auckland governance and operational structures
 - relationship with RNZ 2011 (the Tournament special delivery agency), including a Host Region Agreement
 - relationships with other host cities and regions.
2. Planning and delivery, encompassing
 - scoping and development of Auckland's overall programme
 - whole of programme budget and reporting
 - whole of programme risk management
 - whole of programme evaluation.

Governance and operational structures

Overview

Auckland's RWC 2011 governance and operational delivery structure can be divided into four key phases:

2006 - 2009	Initiation and bidding
2009 – 2010	Countdown, detailed design, capex implementation and some operational delivery
Jan to Aug 2011	Delivery implementation, whole of programme “dashboard” reporting
Sept and Oct 2011	Tournament time

At each stage, a different governance structure operated. This was sometimes driven by external changes and sometimes reflected the needs of the stage in the event lifecycle.

Phase I: 2006 – 2009

In May 2006, each of the eight councils in Auckland voluntarily committed to a structure and an approach to jointly bid for, plan, fund and deliver RWC 2011 in Auckland.

Detailed scoping took place at the project level, which fed into:

- the match and training venue bid process run by Rugby New Zealand 2011 Ltd (RNZ 2011) in 2008 and 2009, which in turn lead to the development of the Host Region Agreement (HRA) with RNZ 2011
- the development of each organisation's projects and budgets for their respective 2009 – 19 LTCCP and annual plans
- performance reporting at the organisational level to the extent required by each organisation.

Coordination of the collaborative regional effort for the period 2006 – 2009 was provided by the then Auckland City Council.

Up until May 2009, political oversight and the governance function was provided by the regional Mayoral Forum, followed by the Regional Sustainable Development Forum

under the auspices of the One Plan for the Auckland Region. Reports to the Mayoral Forum and Regional Sustainable Development Forum were provided via the Regional Chief Executives Forum for content sign-off. Resource allocation was funded through each council's annual plan.

Auckland Regional Steering Group

An Auckland Regional Steering Group (RSG) of officers representing each of the councils, plus Tourism Auckland, AucklandPlus and the Auckland Regional Transport Authority (ARTA), was established in 2006 to handle all aspects of Auckland's RWC 2011 involvement. This ranged from bidding for matches to be held in Auckland through to co-ordinating the many agencies required to stage the Tournament.

Between May 2006 and October 2010, the RSG acted as the Regional Coordination Group for RNZ 2011 regional liaison purposes. The RSG was supported by a series of functional work-streams to achieve cross council organisation coordination on projects and engagement with industry and external delivery agencies with the following focus areas:

- Transport and traffic
- Festivals and public events
- Community engagement
- Regulatory
- Match venues and unions
- Training venues and unions
- Economic development
- Visitor market
- Regional presentation
- Communications
- Environmental sustainability

Some projects and activities were centrally funded proportionally by the eight councils, and others were funded by councils independently on a project by project basis.

In essence, the first phase of Auckland's planning can be summarised as collaboration by multiple autonomous organisations utilising a number of existing forums to mandate the approach and commit each agency to their deliverables. This level of coordination and collaboration across councils was unprecedented in Auckland at the time and was commented upon very favourably by RNZ 2011.

Phase II: 2009 – 2010

In November 2009, the governance oversight of the region's RWC 2011 planning shifted to sit with the Auckland Transition Agency (ATA). Both the Royal Commission of Inquiry into Auckland Governance and the subsequent Government response cited RWC 2011 as a model demonstrating that Auckland could act cohesively. It was also recognised that the planning momentum for RWC 2011 must not be adversely impacted through the Auckland governance change process.

This resulted in three elements of RWC 2011 being actively managed:

- requisite changes to the governance of RWC 2011, both during transition and once the ATA's role concluded
- ring fencing of RWC 2011 funding

- protection of the intellectual property through the key resources working on RWC 2011 planning.

During this period, organisational reporting continued to be undertaken at the organisational level, and the RSG continued to operate as it had during the preceding period, with a series of functional workstreams and project groups to achieve cross-region coordination.

The RSG continued to report on the regional programme via the CE Forum and onto the ATA, and individual councils continued to report their programmes of work to their elected representatives.

Phase III: 2011 - up until September 2011

Auckland's new local government structure, which took effect from 1 November 2010, was one unitary council, Auckland Council, comprising a Governing Body and 21 local boards. Seven new council-controlled organisations (CCOs) were also established. RWC 2011 delivery roles sat with Auckland Council and four of the CCOs:

- Auckland Tourism Events and Economic Development (ATEED)
- Auckland Transport
- Regional Facilities Auckland (RFA)
- Auckland Waterfront Development Agency (Waterfront Auckland)

ATEED was tasked with leading the coordination of Auckland's RWC activities on behalf of the Auckland Council Group. ATEED recognised that the delivery of RWC 2011 required extensive cross-organisation cooperation with the Auckland Council (for delivery of core council services) and Auckland Transport (given the critical role transport plays in RWC 2011). Coordination with the Waterfront Auckland was required, given the focus of Auckland's Fanzone and festival activities on the waterfront, while Regional Facilities Auckland was involved in the provision of match and training venues (such as North Harbour, Mt Smart and the Trusts stadiums)

The establishment of a governance group with overall accountability for RWC 2011 in Auckland was considered during the transition process but did not proceed. Governance oversight was to be achieved through each delivery agency's own governance structure. Coordination across these agencies was achieved through the establishment of an officer group to succeed the previous RCG.

Auckland Coordination Group

The Auckland Coordination Group (ACG) was established from 1 November 2010, to replace the previous Regional Steering Group that had operated since 2006. The ACG was the officer forum with responsibility for coordinating the planning and delivery across all agencies with RWC 2011 deliverables. The membership of the ACG represented the key delivery agencies being:

- ATEED – General Manager Destination (Chair), General Manager Business and Sector Development, Manager Major Events, and Iwi/Māori engagement manager
- Auckland Transport – Project Director RWC 2011 (Deputy Chair)
- Regional Facilities Auckland – Chief Operating Officer
- Waterfront Auckland – Planning and Design Manager

- Auckland Council – Chief Finance Officer, Community Development Arts and Culture Manager, Licensing and Compliance Manager
- Eden Park and North Harbour Stadium - Chief Executives
- NZ Police – Assistant Commissioner Auckland, NZ Police / Superintendent Operations, New Zealand Police
- Office of the Mayor representative.

ACG representatives acted as coordinators, communicators and conduits for all RWC 2011 activity for their respective organisations and were empowered to commit their organisations to RWC 2011 within agreed programme and budget envelopes.

In November 2010, following the Rugby League Four Nations double-header matches at Eden Park, a governing group was established. This was the Mayoral Task Force (MTF) for Eden Park, which was formed to provide a forum for status updates to ensure a common understanding of the state of preparations at Eden Park for RWC 2011. Membership of the MTF for Eden Park comprised: Auckland Mayor; Chief Executives of Auckland Council, Eden Park Trust, Auckland Transport, ATEED; NZ Police; Auckland Council Councillors and Local Board members and the Eden Park Neighbours Association.

The MTF for Eden Park met bi-monthly, and by April 2011 had broadened its scope to include the wider planning for RWC 2011 in Auckland. The decision was taken to split the Task Force into two parts and to expand the membership of the broader RWC 2011 part to include both match venues, Regional Facilities Auckland and Waterfront Auckland.

The scope of the MTF for RWC 2011 covered Auckland's 'Whole of Programme' preparations and key risks including the following topics:

- public domain operations – command, control, and communications
- tournament, venue, major events, and onsite operations centres
- testing
- Queens Wharf as a Fanzone, Festival, and Sector Showcase event space
- Opening Ceremony (Eden Park) and Opening Celebration (waterfront)
- North, South and West Fanzones
- team training venues
- traffic and public-transport management
- Waterfront Auckland projects
- Eden Park and North Harbour Stadium preparations
- community engagement programmes
- resource consents and event permitting.

The MTF for RWC 2011 acted as the senior officer leadership group for Auckland's RWC 2011 planning from May 2011, and met five times up until its final meeting on 2 September 2011.

Working groups

A significant part of RWC 2011 planning in Auckland was developed through the activities of work-stream, work groups and project-control groups to provide cross-region council integration and liaison with external stakeholders and industry representatives.

As the Tournament moved into operational planning phase and with the consolidation of budgets, programmes and projects after November 2010, workstreams were expanded to more than 30 working groups covering the entire Auckland RWC 2011 programme.

Phase IV: Tournament-time

During Tournament time, the focus for all agencies was on operational delivery and proactive response to matters and issues as they arose. At the same time, mechanisms were required to enable *timely* and *integrated* briefings of organisation leaders, senior management, communications and operational personnel.

Executive Leaders Group

The first iteration of this was an Executive Leaders Group (ELG) to replace the Mayoral Task Force for RWC 2011. The ELG was chaired by the Auckland Council Chief Executive and comprised the Chief Executives of Auckland Transport, ATEED, Eden Park Trust, North Harbour Stadium and the NZ Police. It was empowered to work with, and in support of, both the operations and communications teams of the key delivery agencies to provide strategic management and decision-making and public/media commentary as necessary during Tournament time.

Each agency was responsible for keeping its respective governance body informed. The ELG was also attended by:

- senior media/communications personnel for each agency to expedite decisions in the event of public comment being required for any item or issue. The decision on which agency would lead this would be determined by the ELG based on the nature of the item or issue.
- an RNZ 2011 City Liaison Manager to act as conduit to RNZ 2011, the IRB and Rugby World Cup Limited and as liaison between the Match Venues, City Operations, and RNZ 2011's Main Operations Centre.

Twenty-two briefings were planned in total:

- one pre-match briefing per week (2 days before the first match in that week) over 6 weeks
- one debrief after each of 15 matches. This included weekend days.

A post match report, developed from the MEOC activity and incident log, was tabled at the post match ELG meeting. After four meetings, the ELG was superseded by the Auckland Management Committee (AMC).

RWC 2011 Auckland Management Committee

Following the Opening Night, the governing body of Auckland Council tasked the Auckland Council Chief Executive to take responsibility for the successful delivery of the Auckland Council Group's RWC 2011 programme. The Chief Executive formed an Auckland Management Committee comprising a core group of the Chief Executives of Auckland Council, ATEED, Auckland Transport, Waterfront Auckland, NZ Police and a Government representative. There was also an observer group comprising RNZ 2011, the Mayor's office, Ministry of Transport, Eden Park Stadium and the Auckland Festival Trust (as the event operators of Queens Wharf and the Captain Cook Wharf Fanzones).

The AMC met 24 times, 15 as a planning forum and nine times for post match debriefs. The post match debrief sessions were followed by a media conference. The AMC was

supported by four working groups covering operations, risk, finance and communications.

The AMC subsumed the Queens Wharf Management Committee, which had been established by ATEED and Government to plan for and manage the dual use of Queens Wharf as a festival, showcase and Fanzone site during RWC 2011.

The principal focus of the AMC was to actively manage the plans for the public spaces in the Auckland waterfront and surrounding areas, transport to venues, and regional Fanzones.

Highlights of Auckland Governance

Good governance of mega-events is key. For the major part of the five years of Auckland's RWC 2011 planning, governance structures were in place that were empowered, had a budget, the right parties and could make the right decisions. The governance structures ranged from the political level, chief executives, key management down to operational delivery.

RWC 2011 success in Auckland depended on sound relationships between key delivery partners and the use of robust project management disciplines and methodology. Relationships between Auckland Council, ATEED, Auckland Transport, Waterfront Auckland, Regional Facilities Auckland and NZ Police have been developed which have resulted in more of a can do attitude, and set in place a new way of working together on the planning and delivery of future major events.

In essence, this is the Auckland major event leadership "A team" of stakeholders identified in the Auckland Major Events Strategy (2011). The same level of engagement by the leadership A team is required for future major events as a critical part of delivering on the strategy and achieving the Mayor and Auckland's aspiration of being the world's most liveable city.

At the political level, the bipartisan approach that was taken to the Tournament by both central government and Auckland's local government over the five years of the programme was essential to enable momentum to be maintained with minimal disruption across each of two local and two national electoral cycles.

The comprehensive approach to Auckland's planning, covering everything from regulatory to transport to events and using project management disciplines and methodology, means that the programme was able to accommodate the changes in Auckland's local government structure. A key highlight is that the programme was delivered substantially as initially planned in terms of scope and budget, albeit with two changes to deal with (a) the reallocation of three matches to Auckland because of the Christchurch earthquake, and (b) the increased scope of the public activity on the waterfront, which took place during the Tournament after Opening Night.

Operational coordination

The Regional Steering Group which operated from 2006 – 2010 as the coordination forum for Auckland's RWC 2011 activity, and the later Auckland Coordination Group, were effective mechanisms for the scoping, bidding, contracting and planning phases. At an officer level strong relationships were formed, with a high level of coordination and team effort.

Workstreams were a useful forum for engaging with the wider industry and stakeholders in the development of the programme but in most cases they were not set up to be a delivery entity. Those workstreams that did have a delivery function e.g.

communications and visitor services, evolved into operational delivery teams that sat within ATEED from 1 November 2010.

Lessons learned

Consistency of governance is essential. A challenge in Auckland's preparations was navigating the previous complex governance structures of an eight council region and the subsequent amalgamation of these councils into the Auckland Council in November 2010. Auckland's RWC 2011 governance structures changed multiple times with personnel and leadership changes also occurring. A lesson for future mega events is that governance structures need to be adaptive and responsive to these changes to ensure that key deliverables and event planning are managed through these periods. Mega events also need a "most senior" sponsor who is responsible for delivery (not just an organisation) who has a mandate to lead, commit and challenge.

The benefit of a structure with political governance and organisational leadership that sits directly with the funding organisation (council) is that it enables unexpected events (such as the relocation of matches from the Christchurch earthquake, and the increased scope of the waterfront Fanzones) to be accommodated and funded more easily than would be the case with a stand alone organisation.

An independent governance entity (such as dedicated Board or RWC 2011 Committee), may have provided a more consistent platform for Auckland's activity, particularly given the scale of change which eventuated as a result of the reorganisation of local government in Auckland. This is the model used for most major events internationally and was the model used for the Tournament at a national level (RNZ 2011).

A governance entity was established mid way through 2011, through the ELG followed by the AMC. In hindsight, this should have been established earlier. While it was effective as a coordination group, the Auckland Coordination Group as the technical officer coordination forum had neither the mandate nor the level of representation and authority from its parent entities to be a standalone governance forum.

National relationships

Rugby New Zealand 2011- Overview and highlights

Auckland's relationship with RNZ 2011 as a host city was both wide and deep. Both organisations commenced planning at similar times and established a mutual respect for each other's programmes. In terms of the core Tournament programme, Auckland's programme mirrored the national programme.

Key highlights were:

- effective working relationship with RNZ 2011 in relation to core tournament delivery e.g. the coordination of multiple training venues
- participation by Auckland in RNZ 2011's Play-off cities Forum (modelled on the Club de Ville in France 2007) and in RNZ 2011's regional coordinators forums
- participation by RNZ 2011 in Auckland's regional steering group (up until 2010) and the Mayoral Task Force for RWC from May to September and on the Auckland Management Committee in an observer role during Tournament time.
- extensive operational involvement by Auckland across all facets of RNZ 2011's core Tournament deliverables: training venues, team arrival and

welcome ceremonies, Fanzones, banner programme, communication, risk management, contingency planning, MEOC, the IRB / Government / RNZ 2011 VIP Tribune at all matches in Auckland

Positive feedback was received from RNZ 2011 on the comprehensiveness, robustness and visibility of the Auckland programme both prior to and during the Tournament. This was exemplified in many ways including:

- the adoption and modelling of many of Auckland's processes and activities rolled out nationally e.g. community engagement projects such as the schools programme and Adopt a Second Team; business engagement programmes such as use of the Tenderlink website for RWC 2011 procurement and the business opportunities guide; and coordination across critical utility providers such as power and telecommunication companies
- Auckland being invited to present on its planning and legacy plan to future hosts England and Japan
- Martin Snedden, CEO said in a reflection piece: *"Let's celebrate the key role Auckland has played in encouraging people to embrace the tournament. There were some major issues on opening night but Rachael Dacy and her Auckland team have done a great job igniting a vibrant and united city that Aucklanders have long craved. The waterfront, the Fan Trail to Eden park, the street flags and bunting, the wonderful school projects, all of these and much more helped enormously give this event its mojo"*. Weekend Herald 22 October 2011.

Central Government

The relationship with central government and its agencies varied depending on the projects. Key interfaces were with:

- The Minister for the Rugby World Cup – in 2007 over the proposal by Government for an alternative stadium to Eden Park on the waterfront, and in 2010 and 2011 on the purchase, development and use of Queens Wharf.
- The Ministry of Economic Development's RWC Coordination office – successful working together over legislation (Major Events Marketing Act and Rugby World Cup Empowering Act)
- NZ2011 – The Cloud, REAL NZ Festival programme, business club and sector showcase
- Tourism NZ – joint promotion of NZ and Auckland offshore through the GRB in 2007, 2008, 2009 and 2010, and in Auckland in 2011; international media programme.
- Te Puni Kōkiri – iwi and Māori engagement strategy, team arrival and welcomes, Waka Māori and other key projects delivered in Auckland
- NZ Police – national and Auckland RWC 2011 teams, Auckland's three police districts, MEOC operation, CBD and venue policing
- Creative NZ – Waka Māori
- NZ Lotteries – Real NZ Festival grant funding

Auckland led the development of a significant number of community and business engagement programmes which were subsequently rolled out nationally by either RNZ 2011 or the Government.

Host Region Agreement - Overview

The cornerstone document of the initial phase of Auckland's planning for RWC 2011 was the Host Region Agreement (HRA) entered into with RNZ 2011 in March 2009.

Before allocating any matches, RNZ 2011 entered into Match Agreements directly with all match venues, and Host Region Agreements (HRA) with all 13 hosting regions. A HRA covers all RWC 2011 activity outside of the match venues themselves, including training venues, team hosting, festival proposals, Fanzones and lead up and other public events, regional promotion and banners and theming, schools and Adopt a Second Team activity, volunteers, environmental sustainability and destination-marketing and visitor services.

In Auckland, as no one council had authority over another, the Auckland HRA was signed individually by all eight councils, some venues, Tourism Auckland and the Auckland Regional Transport Authority. The Auckland HRA has 12 signatories in addition to RNZ 2011. It is a 190-page multi-party agreement covering the commitments made by each entity with respect to Tournament activity.

In 2011, the HRA was supplemented by an Agreement of Variation and Clarification to provide for:

- changes to contracting parties following the restructuring of local government in the Auckland region and confirmation that obligations have vested with new entities
- confirmation that ATEED will be the lead agency within the Auckland region for the coordination and delivery of the region's HRA obligations, as agent of Auckland Council
- agreement to the reallocation of matches to Auckland following the Christchurch earthquakes
- agreement for revenue sharing with RNZ 2011 relating to the reallocation of the matches to Auckland
- finalisation of details around tournament delivery, including:
 - confirmation of training facilities and specifications
 - Fanzone licensing and commercial rules
 - team welcomes and airport acknowledgements
- banner programme requirements, including an RNZ 2011 contribution

In turn, ATEED had back-to-back agreements with Auckland Council, Auckland Transport, and Regional Facilities Auckland for the key projects and activities, which these agencies delivered, including the provision of training facilities. In addition, there were a further 15 training venue agreements with rugby clubs, gymnasias and other training facilities.

As the Tournament progressed, three further Variations to the Agreement were entered into to provide for three additional Fanzones at Captain Cook Wharf, Wynyard Quarter and Aotea Square respectively.

Highlights

While the HRA process, and the subsequent Agreement of Variation and Clarification, was complex and expensive to develop in terms of time, cost and resource because of the number of parties involved, it did result in a robust platform for the delivery of the key Tournament elements in Auckland. The sound basis is also evident in the quick turnaround when further variations were required to accommodate scope change for Fanzones on the waterfront.

Also on the plus side, as a result of extensive and active negotiation and because it had a clear plan for how it want to leverage the Tournament, Auckland was able to negotiate some key significant benefits from RNZ 2011 through the HRA.

Programme, Budgeting and Performance reporting

A comprehensive and robust programme scoping across all elements of a host city programme using project management disciplines and methodology was undertaken in 2007/2008. This included elements that the region chose to undertake to maximise the benefits from RWC 2011 for Auckland, as well as the elements that RNZ 2011 required be undertaken to support the successful delivery of the Tournament in Auckland.

This exercise allowed Auckland to put forward to bid for matches and team training venues that was comprehensively costed and had clear delineation of funding responsibility between RNZ 2011 and Auckland agencies. The bid translated into the delivery schedules and budget envelopes in HRA to which all eight councils were signatories.

The robustness of programme platform also enabled each of the then eight councils to make provision over three years (2009 – 2012) in their annual plans and LTCCP for the commitments contained in the bid and HRA, and allowed a total cross-region budget envelope of \$97.5m to be established.

In the period prior to amalgamation in November 2010, delivery and performance reporting of a small part of the programme (seven regionally delivered projects) was provided to the Regional Steering Group, but each council reported on its own programme of work to its own council. There was no cross region, whole of programme reporting undertaken.

The reform of Auckland's local government in 2010 enabled all the elements of Auckland's RWC 2011 programme to be brought together into one place for the first time. A consistent level of service was able to be delivered across the region, which was based on impact rather than agency specific service levels (for example; the development of consistent standard of traffic management planning for venues, and for the schools engagement programme). In some instances, this required the adjustment of budgets to achieve cross-region consistency in the levels of service but this was achieved within the agreed budget envelope for the region for RWC 2011.

Two exceptions were made to the agreed Auckland RWC 2011 budget envelope: the first arising out of the relocation of three matches from Christchurch as a result of the February 2011 earthquake, and the second for the additional waterfront Fanzone sites and services agreed during the Tournament itself.

Performance reporting from 1 November 2010 was through a monthly whole of programme performance 'traffic light' (dashboard) report to ACG, and then on to the ATEED Board, and the MTF RWC once it was established. Specific reports were also provided to the Governing Body of Auckland Council as requested or needed because

of programme change, such as when the additional matches to be relocated from Christchurch required consideration. The dashboard report comprised a portfolio view of:

- a snapshot of key project-management deliverables for each project highlighting progress with scope, budget, milestones, issues, risks and resources
- a summary of activity on the project in each reporting period
- an analysis of expenditure against budget (net costs)
- a forecast of expenditure.

The project portfolios were:

- direct RWC 2011 capital projects
- project governance
- operations and logistics
- leverage and legacy
- transport
- city presentation and accessibility
- business and sector development
- tourism
- community festival sites
- Waterfront Auckland and Regional Facilities Auckland projects (predominantly catalyst projects).

No whole-of-programme reporting took place at Tournament time but specific reports were considered. Each post match debrief meeting received a post match report prepared from the Major Event Operations Centre (MEOC) activity and incident log.

Highlights

The comprehensiveness and robustness of programme using project management disciplines and methodology, of defined scope, budgets, milestones, risk and issues, and roles and responsibilities. This model was applied across all elements of the host city programme and resulted in a programme that was essentially unchanged over the three years. This was in spite of variations to delivery requirements by RNZ 2011 and teams and the changes to providers arising from the changes to local government in Auckland.

The project management approach enabled a multi-agency, multi-year view to be taken of the planning and delivery of Auckland's RWC 2011 programme, and for "whole of programme" reporting to be provided.

The robustness of the original scoping and budgeting also enabled a very fast assessment of the additional costs arising from the relocation of three matches from Christchurch as a result of the February 2011 earthquake to be made, and the additional waterfront Fanzone sites and services during the Tournament itself, based on increased volume of activity that each entailed.

While the final results are not yet available as a number of costs are still being processed, and setting aside the two areas of increased scope and budget discussed above, the original budget envelope has been substantially maintained intact.

Lessons learned

A key lesson for future major events of the size and duration of RWC 2011 is the need for formal cross-region, whole of programme RWC 2011 budget reporting. This did not take place until the beginning of 2011 as prior to this, only the financial performance of a limited number of regional projects was provided to the then Regional Steering Group. Each council reported on its own budget performance to its own council.

The process of budget amalgamation across the eight antecedent councils was challenging with significant delays and gaps in the sums that were to be provided (and had been contracted through the HRA). The time taken to achieve an integrated budget picture for RWC 2011 across the Auckland agencies was lengthy.

RISK MANAGEMENT

Overview

Individual project risk had been identified at the project level from the commencement of the three year programme from July 2009. A formalised whole-of-programme and portfolio approach was developed as part of the whole of programme reporting during 2010. At the same time, RNZ 2011 was developing their formalised risk management approach.

In late 2010 the Auckland Coordination Group adopted a RWC 2011 risk management process that operated on three levels:

1. National

The Auckland RWC 2011 risk framework was developed in the context of the national risk framework established by RNZ 2011. RNZ 2011 formalised their approach to risk-management monitoring and reporting systems under the PaRC Group led by MED, Department of the Prime Minister and Cabinet (DPMC), NZ Police and RNZ2011. A register of key regional risks was distributed to all regions to inform their risk management practices.

2. Regional

Auckland RWC 2011 programme-wide risks were documented and managed through the Whole of Programme risk-management plan. The risk-management plan contained risks of significance to the whole of programme by virtue of the significance of their impact, or where they impacted on a number of individual projects. The Whole of Programme risk register was updated monthly and formed the basis for the monthly risk report to the Auckland Coordination Group.

3. Project and Work-stream

Twenty six project or work-stream risk registers were managed by the project managers. The risk registers were reviewed and updated monthly or bimonthly depending on the significance of the project. Risk registers were tabled at workgroup meetings for discussion with key stakeholders.

A monthly risk report was submitted to the RSG and then to the ACG. The key feature was the risk heat map and the risk-tracking figure. From 2011, project managers reported on risk as part of the standard monthly programme reporting (see dashboard report).

Highlights

An independent audit of Auckland's preparations undertaken between May – June 2011 and issued in July 2011, found that Auckland's planning and risk management plans were essentially robust and followed best practice. The report made a number of recommendations all of which were implemented.

ATEED coordinated an Auckland Critical Utilities Working Group to ensure utility planning around RWC 2011 was robust and to develop processes to manage issues across Auckland during the Tournament. The working group included Vodafone, TelstraClear, Telecom, Transpower, Vector, Teamtalk, Watercare, and a number of other Auckland utilities. Processes developed with the working group worked well throughout the Tournament, including communication protocols and facilitation of entry to road closure areas. A number of the utilities were located in the MEOC during key matches.

11.1.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The Governance programme contributed to Auckland's legacy goals as follows:

Positioning Auckland as a major events destination	<ul style="list-style-type: none">• Relationships established between key Auckland delivery partners• Model for Auckland hosting of mega events, including tools and process
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11.1.3 RECOMMENDATIONS

Good governance of mega-events is key. For future major events Auckland should give consideration to the following:

1. Establishing a clear governance and decisions making structure that is:
2. adaptive and predictive of change and the difference needs of different stages of the event life cycle, at the same time as providing consistency across multiple election cycles
3. comprised of the right parties (particularly the key Auckland delivery agencies) and empowered and resourced to make the right decisions.
4. Assigning a 'most senior' sponsor (for mega events) who is responsible for delivery (not just an organisation) with a mandate to lead, commit and challenge
5. Determining whether the governance structure needs to involve the establishment of a stand alone, dedicated governance entity (for a mega event) even if the event is not solely city based
6. Establishing and costing a robust delivery platform, with sufficient funding to manage contingency risks and a consistent approach to expenditure line items across all delivery organisations to assist with integrated whole of programme reporting
7. Utilising project management principles, disciplines and methodologies to provide a robust platform for delivery scoping and setting milestones, assigning roles and responsibilities, assessment of risk and issues and financial and performance reporting

11.2 CITY OPERATIONS

11.2.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

Auckland's RWC 2011 city operations programme included four key areas: command and control, city services, support facilities and regulatory. While some of the projects within these areas took place largely unnoticed by the general public, many of them would have posed significant challenges for Auckland as a host region should they not have been proactively planned for and managed throughout the Tournament.

The detailed planning for the majority of projects within the four city operations programme areas was completed by a number of workstreams and working groups which were comprised of subject matter experts from relevant stakeholders and delivery agencies. Workstreams and working groups included: regulatory, event operations, safety and security, cruise ships, training venues, city services and campervans.

Command and Control

Lead Agency: ATEED

Supporting Agencies: Auckland Transport; Auckland Council

Overview

Development and execution of RWC 2011 decision making and incident response protocols to coordinate key stakeholders and delivery agencies. This included the development and delivery of:

- a Command, Control and Communications Management Plan (C3)
- a Major Event Operations Centre (MEOC) to manage the safety, security and delivery of all event and transport operational services for the Tournament
- implementation of on-site operation centres (OSOC) for key event spaces

Highlights

A detailed C3 Management Plan with both strategic and operational content was produced and executed successfully during RWC 2011. The plan was developed through consultation with service providers and delivery agencies, adherence to legislation, and benchmarked against international research on other successful major event command and control structures.

To support the execution of the C3 plan, a permanent and scalable MEOC from which to operationally manage RWC 2011 (and future events) was designed, developed and delivered. The MEOC was operational for eight weeks and accommodated multiple stakeholders groups to support all activity in the lead up to and during the Tournament, including the Pacific Island Forum that preceded the Tournament.

The command structures for the MEOC and OSOC worked well during the Tournament with excellent communication across all levels of event management and services. The planned and agreed incident and escalation model fitted the Auckland environment well and the four tiers of issue management were appropriate for the size of RWC 2011 operations.

In preparation for RWC 2011, a testing programme was undertaken prior to the Tournament, with the main focus on Eden Park. Testing around North Harbour Stadium and at other key locations was limited due to minimal opportunities of large scale events being staged which could act as 'test' opportunities. Successful issue resolution and management during the Tournament proved that testing and trialling prior to a major event is extremely valuable and all stakeholder groups have indicated support for comprehensive testing programmes in the future.

An accreditation system was successfully designed and delivered for all ATEED coordinated sites and activity zones. The accreditation system on the whole was successful, but improvements should be made to the management of the numbers and type of passes issued and the responsibility for issuing these, as discussed further under lessons below.

A new crowd counting software system was developed and implemented at Fanzones and along the Fan Trail. This system provided immediate and relatively accurate attendance numbers that could be viewed live online from the OSOC and the MEOC. This assisted all stakeholders to make proactive decisions in response to capacity issues as they arose, and allowed instant recognition of trends for ongoing resourcing at each sites.

A comprehensive and affordable radio communication system and equipment was provided to ATEED for all event and activity sites, with the exception of Queens Wharf, which operated under a separate radio system. The trucked analogue system that was used, allowed Mangere Fanzone personnel to talk directly to Albany Fanzone, which assisted both venues enormously.

Lessons Learned

It is essential that the right stakeholders are involved from the beginning for testing activities and that their management understands and supports the processes that are being put in place as a result of the testing.

Crowd software counting is only as good as the users / counters on the ground. Significant training and support for counters is required to ensure that the system operates effectively and accurately.

It is preferable to have a unified accreditation system to ensure consistent look and feel and therefore instant recognition of accreditation for each event (as required). For example, using the one Tournament wide (RNZ 2011) accreditation system at all match and non-match venues would have provided more control over the amount of accreditation that was being issued and how it was being used and where it could be used.

Operational and crisis communication needed to be undertaken earlier. This would have allowed MEOC agencies to involve their communication departments earlier and be better prepared.

City Services

City Services incorporated cleaning and waste, graffiti management, public toilets, tree pits, berms and parks preparation and reinstatement and security. The projects within each of these areas are outlined further in more detail below:

Cleaning and Waste

Lead Agency: ATEED

Supporting Agency: Auckland Council

Overview

A comprehensive reactive and proactive cleaning and waste programme was developed and executed for RWC 2011. Cleaning and waste services included:

- a Rapid Response Cleaning Crew (RRCC) operating from a mobile vehicle, available at key locations on match days
- an enhanced service to react to any illegally dumped rubbish
- collections for inorganic material dumped during the Tournament
- street cleaning in the public domain to ensure existing litter bins met demand, the installation of temporary bins to meet any shortfall in capacity, and that streets were swept and street furniture maintained to a high standard
- a comprehensive recycling programme.

These services were incorporated into existing contracts. A separate competitive procurement process was undertaken for cleaning and waste services at ATEED's event sites including team welcomes, public training sessions, Fanzones and Opening Night.

Highlights

RWC 2011 saw the implementation of one of the most comprehensive cleaning programmes ever implemented in Auckland. It included a significant enhancement to a number of existing services, as well as the planning a delivery of new services. Waste was identified and removed quickly and Auckland's presentation was maintained to a high standard throughout the Tournament.

Waste removal contractors in the public domain areas were consistently delivering to a very high standard, in part as a result of the close communications maintained between ATEED (setting KPIs and expectations) and contractors (delivering services) in the lead up to and during the Tournament. The Rapid Response Cleaning Crew consistently addressed critical cleaning jobs in event spaces quickly and efficiently.

In total, over 226,000kgs of waste from stadiums, event spaces and permanent recycle bins that would have ended up in landfill, instead was recycled.

Lessons Learned

There needs to be a clear procedure in place for site handovers between contractors. For example, the Waka Māori event space on Eastern Viaduct was cleaned by a different contractor to the business as usual contractor leading to inconsistency in service levels.

It also became clear that more consultation needed to take place with Auckland Council's Solid Waste Business Unit regarding kerbside collections to gain a better understanding of what they do and when they do it. Sometimes the enhanced services contractors left the kerbside collector contractors to conduct their business but there were times when the kerbside had too much litter on it along the Fan Trail. More meetings with all contractors and Auckland Council contract managers needed to take place.

Using existing contracts as a basis was very helpful. The existing contractors know their business and the region very well.

Graffiti Management

Lead Agency: ATEED

Supporting Agency: Auckland Council

Overview

A proactive and reactive graffiti eradication programme was developed for RWC 2011. 'High profile' and 'high visitation' areas across the city were identified and graffiti within these areas was located two weeks prior to the Tournament and removed. All new incidents of graffiti were treated as 'critical' with a maximum two-hour response service level. Areas of focus included:

- assets covered by existing contracts
- the development of a quick response team to respond to high profile and high visitation areas
- the rail corridor between Britomart and Morningside train station
- temporary public amenities
- RWC 2011 signage.

Highlights

High profile and high visitations areas were identified and a quick response team was organised for the project. The contractors were so proactive in removing graffiti that minimal requests for service were made.

There was also significant success on the rail corridor between Britomart and Eden Park. A portion of ATEED's budget was used to clean the rail corridor and KiwiRail were so pleased with the outcome that they have continued with the rail corridor graffiti eradication programme and have funded further removal.

Lessons Learned

The significant reduction reports of graffiti were likely a combination the proactive removal programme in place for RWC 2011 and the larger than usual security and NZ Police presence.

Public Toilets

Lead Agency: ATEED

Supporting Agency: Auckland Council

Overview

Toilet availability and cleanliness has an important impact on the public's enjoyment of an event. This project delivered increased cleaning frequencies for permanent public toilets and ensured adequate temporary public toilets along the Fan Trail and within the Eden Park and North Harbour Stadium sectors. Components included:

- leveraging existing Auckland Council streetscapes services and KPIs as a framework to decide increased service level requirements during the Tournament, including pre and post Tournament deep cleaning
- increased numbers of temporary toilets around Eden Park and on the Fan Trail
- temporary public toilets being provided at North Harbour Stadium for the first time
- identifying maintenance required at permanent public toilets in high profile and high visitation areas and daily checks and maintenance was carried out as required.

Highlights

Toilets were maintained to a high level of cleanliness during the Tournament through the implementation of enhanced services and toilet availability was suitable for demand. Enhanced services included daily checks and maintenance as required. A post event day audit was conducted and any necessary maintenance completed immediately.

Lessons Learned

The permanent facilities at Te Wero Island do not have the capacity for large numbers as they block easily. It is recommended that these units are closed when any large scale events are programmed for the lower CBD. The cost to fix the units if they had overflowed would have been significant.

Tree Pits and Berms

Lead Agency: ATEED

Supporting Agency: Auckland Council

Overview

The purpose of this project was ensuring enhanced berm (grass verge) maintenance services during RWC 2011 at high-profile locations and tree planter pits located along footpaths in the CBD and along the Fan Trail were repaired to remove trip hazards and improve city presentation. This project delivered:

- upgraded and repaired (where necessary) tree pits along the Fan Trail and high pedestrian CBD locations
- a programme for enhanced maintenance schedules in areas identified as high visitation (weekly instead of fortnightly in the Eden Park precinct for example) and repairs being attended to in less than 24 hours
- a pre-commencement check for any berm repairs and maintenance required.

All work was incorporated into existing contracts.

Highlights

Tree pits that required upgrading in the CBD and along the Fan Trail were identified and scheduled for maintenance.

Lessons Learned

There were few issues with this project. Budget for ready lawn was put aside but it was not required. The budget was eventually used to upgrade more tree pits to enhance the presentation of the region and minimize trip hazards.

Parks Preparation and Reinstatement

Lead Agency: ATEED

Supporting Agency: Auckland Council

Overview

The purpose of this project was to audit, upgrade, plant and enhance the service levels at parks in high profile and high visitation areas during RWC 2011 to ensure parks were presented to a high standard. All work was incorporated into existing contracts.

Highlights

The pre-tournament audits saw upgrades to a number of park assets. All parks in high profile and high visitation areas were monitored daily. This included contractors enhancing existing services such as additional toilet cleaning, increased frequencies on bin emptying, litter collection, pavement sweeping, garden maintenance and light maintenance. While these contractors were on site they reported any vandalism, graffiti, dumped rubbish and toilet maintenance that was required to be undertaken. All maintenance that was reported was carried out within timeframes required.

Lessons Learned

It is important to budget for reinstatement and vandalism to ensure parks are consistently maintained to the required standard. As RWC 2011 was held during Auckland's off-peak events season, this was not a significant issue, but it would have been during the peak season when a large number of events would have been taking place in the parks.

Security

Lead Agency: ATEED

Overview

The primary purpose of this project was ensuring a consistent and appropriate security resource was applied to all public domain events. This included:

- the procurement and training of experienced security personnel to provide appropriate levels of security service for all tournament and non-Tournament related activity located in the public domain during RWC 2011
- development and implementation of security plans for all events spaces
- the security interface between Tournament venues and the public-domain ensuring event-specific security resources and business as usual security was in place to ensure public safety
- the establishment of the Security Flying Squad.

Highlights

RWC 2011 saw the implementation of one of the most comprehensive security programmes ever implemented in Auckland. Prior to the commencement of the

Tournament, relationships with Tournament (and non-Tournament, non-ATEED) venues were firmly established and security protocols confirmed. When issues arose requiring private security intervention and support, all stakeholders across the multiple event sites knew who to contact which mitigated the issues quickly and efficiently.

Furthermore, the establishment of the Security Flying Squad coupled with consistent on-the-ground management and the support provided by the ATEED Security Contract Manager meant that absenteeism and attrition was effectively responded to, resulting in all event sites and activity areas being appropriately resourced.

Lessons Learned

The Security Contract Manager played a critical role in the success of this project.

Attrition of security personnel was as expected and planned for. The Security Flying Squad turned out to be an essential component of the overall Security planning, ensuring adequate resources were available across all sites as required.

The allocated budget for this project was completely utilised, including the contingency provision. It is recommended that a larger contingency amount be factored into future event security budgets to cover any extra security requirements that arise during the event. During RWC 2011 for example, the popularity of the Fan Trail required extra security resources, as did the victory parade.

Support facilities

Support facilities incorporated Tournament training venues, temporary campervan sites and cruise ships. The projects within each of these areas are outlined further in more detail below:

Training Venues

Lead Agency: ATEED

Supporting Agencies: Auckland Council

Overview

The purpose of this project was to deliver Auckland's seven RWC 2011 training venues to the highest possible standard for participating teams and ensure RNZ 2011 training venue specifications and requirements are met. Key components included:

- capital upgrades to ensure the venues met specifications
- ensuring quality venue managers and assistants were in place to manage the day to day operations of the venues
- development and distribution of operation plans for each venue to capture all of the tasks that needed to be completed at each venue
- implementation and communication of a formal process that managed all changes to team schedules.

Highlights

All venues were delivered to teams to the highest possible standard and met all RNZ 2011 and IRB specifications. The venues with prolonged use stood up over the course of the Tournament due to excellent work by groundsmen.

All seven venues had an upgrade of some description for use as a RWC 2011 training venue which will create legacies for the community through the upgrade of sporting facilities. Western Springs Stadium in particular saw significant capital works including upgraded changing facilities, lights and turf. Feedback from teams using all venues has been extremely positive and the training venues project was a recognised by all stakeholders as a huge success.

Lessons Learned

During the Tournament, teams consistently changed training schedules and venues need to be flexible, particularly when there are other user groups. It was very important to have the training grounds completely free of bookings so teams could be accommodated at very short notice.

There needed to be more explicit communication with venues regarding what exclusive use means. There was a perception from some Rugby Clubs that the teams only had exclusive use when they had sessions booked and outside these times they could use the venue and have functions etc. The specifications always said that there would be exclusive use for the whole period but this message became diluted throughout the planning for training venues.

It also became clear that people will souvenir RWC 2011 branded signage and gear at every opportunity. A large amount of branded scrim and goal past pads were stolen from training grounds. A security guard was stationed over night at Onewa Domain during the finals period as this was the most exposed ground and most susceptible to theft.

Campervan Sites

Lead Agency: ATEED

Supporting Agency: Waterfront Auckland

Overview

A campervan working group was established to develop a strategy to accommodate campervans in Auckland during RWC 2011. The working group included ATEED, the camp ground association, rental vehicle association, Tourism New Zealand, NZ Police, NZ Fire Service, temporary camp ground operators, and campervan operators. The campervan working group focussed on the:

- delivery of a communications plan to make sure campervan users understood what they can and can't do in Auckland in their campervan
- establishment of 3 temporary campervan parks at Westhaven Marina, Alexandra Park and Waitematā Rugby Club to increase capacity at key locations
- enforcement of campervan parking rules and bylaws.

Highlights

The number of campervans did not exceed the capacity of sites during RWC 2011, a key objective of this project. The vast majority of all campervans that visited Auckland stayed in designated campervan areas and adhered to the rules and regulations.

The communications plan was successful. A campervan brochure was produced to advise campervan users on their options and other important information in regards to their campervan. A print run of approx 8,000 was completed with electronic copies

available on the auckland2011.com website, with bookings were made in advance on Seekom through the i-SITE network. This brochure and the wider communications campaign had a positive impact on campervan users understanding what they could and couldn't do during RWC 2011 in their vans.

Westhaven Marina was at capacity for every match in Auckland (98 sites). Overall, it accommodated just over 2000 vans during its operation, a reflection of its popularity. The feedback from almost all campervan users who used this site was positive. Location, site facilities, and the overall experience were top on most people's lists.

Alexandra Park was well utilised, its busiest night accommodating 274 vans. Overall, 2073 vans stayed at this site. It did not exceed its total capacity of 960 vans per night. Opening the site around match weekends only worked really well as all vans headed out of the city during the week between games and numbers at all sites were well down. The majority of feedback from this site was positive.

Lessons Learned

Having good venue managers is the key to the smooth operation of temporary sites.

There were a number of vans that had pre paid for sites but did not show up. Once these vans were contacted and it was confirmed they were not using bookings, a refund was given and the sites rebooked.

Cruise Ships

Lead Agency: RNZ 2011 (coordinated by ATEED)

Supporting Agencies: Auckland Transport; Ports of Auckland; Waterfront Auckland

Overview

ATEED, on behalf of RNZ 2011, coordinated the Cruise Ships working group in the lead up to RWC 2011. The purpose of the working group was to bring key stakeholders together to:

- provide access to critical information to assist with the management of cruise ships and passengers, and to mitigate any reputation issues for Auckland with respect to the cruise-ship industry
- plan for three cruise ships in port at once each staying for three nights, a level of activity which was unprecedented in Auckland
- ensure grey water was correctly managed and did not disrupt Auckland's sewerage system
- work with Auckland Transport to coordinate cruise ship activity with traffic management on the waterfront and with Queens Wharf to ensure their logistical overlay was coordinated with passenger loading and off loading.

Highlights

There were no major issues resulting from the cruise ship activity on the waterfront. Grey water from the cruise ships presented no issues to Auckland's sewer system and on the ground logistics and coordination between the Fanzone and cruise ship operators was successful. Ships were able to manage stores and passenger movements smoothly

Lessons Learned

ATEED had no responsibility for the land usage or cruise ship operations. This led to stakeholder confusion, as ATEED was coordinating the working group, and was left with responsibility for some outcomes it didn't have control over. A clear owner for the coordination of cruise ship activities should be established for future events where cruise ships form part of the accommodation solution.

Regulatory

Regulatory incorporated consents and special licenses and enforcement and compliance services. The projects within each of these areas are outlined further in more detail below:

Consents and Special Licenses

Lead Agency: Auckland Council

Supporting Agency: ATEED

Overview

This activity involved facilitating and processing consent and special-licence applications that were required to deliver both local government and private-sector RWC 2011 activity. To assist with this, the Regulatory Workstream, led by Auckland Council with representation from ATEED, NZ Police, District Licensing Agency and District Health Boards progressed:

- communications with key stakeholders to ensure the Major Events Management Act (MEMA) and the RWC 2011 Empowering Act (RWCEA), which are key pieces of national legislation drafted to support the delivery of the Tournament, are communicated and implemented across Auckland
- modification of local signage and billboard bylaws to allow to allow signage suitable for major events
- regional consistency when processing liquor applications through guidelines for how alcohol should be managed across the region and at key RWC 2011 activity sites. These guidelines were used when the District Licensing Authority was assessing liquor-licence applications
- preparation of a number of consent applications for Auckland RWC 2011 activity, i.e. for Fanzones, temporary campervan parks and wayfinding signage.

Auckland Council acted as the Administrative Secretariat for the RWC 2011 Authority and processed the consents it received under the RWCEA. The RWCEA set up a condensed and streamlined consenting process for RWC 2011 resource consent applications.

Highlights

All activities that were delivered by ATEED and Government had the appropriate consents before they began. This was a key output successfully delivered through this project.

Furthermore, all clean zones were successfully declared prior to the Tournament and workshops were held with the local communities to ensure they understood their responsibilities inside the clean zones.

A key legacy outcome of the Tournament is that the ATEED events team and the Auckland Council compliance team are now very familiar with the obligations Tournament organisers have under the MEMA and how to provide secretariat services for an entity such as the RWCEA.

Lessons Learned

Processing fees for RWCEA applications were high and restricted many smaller businesses from applying under this Act.

Businesses who did apply for modifications to their existing consents and licenses left it until very late. Most of these applications were received less than three months from the Tournament. This was despite businesses being asked to get their applications in early. This issue should be considered for future major events communications planning.

RNZ 2011 in conjunction with ATEED and MED held a series of workshops inviting residents and businesses within the clean zone to attend a presentation on the implications of MEMA for them. Unfortunately, these sessions were not well attended.

Despite the poor turnout, these workshops demonstrated a concerted effort to inform impacted residents and businesses should there be complaints during the Tournament that they were not properly informed of the impact the Tournament would have.

Enforcement and Compliance Services

Lead Agency: Auckland Council

Supporting Agency: ATEED, MED

Overview

The Regulatory Workstream developed, tested and then executed an enforcement and compliance strategy for Auckland during RWC 2011. This involved Auckland Council's compliance and enforcement team undertaking a number of actions, including:

- working closely with other council departments/CCOs, RWC 2011 partners and industry to proactively address known issues ahead of RWC 2011
- enhanced enforcement to ensure RWC 2011 activity and public behaviour complied with legislation and Council bylaws
- focussing on alcohol management and reduction of alcohol related harm
- operating from both MEOCs and OSOCs on key activity days
- operating alongside enforcement officers from the Ministry of Economic Development (MED) to address ambush marketing, with MED taking the lead on addressing corporate ambush marketing (under the powers of MEMA)
- deploying field supervisors from Auckland Council and MED to form a flying squad to address complex issues and to effect seizure.

Highlights

This project was undoubtedly a huge success with the enforcement and compliance strategy being successful in reducing non-compliant activity around the match venues as well as in other key areas around the region. For example:

- breaches of the Auckland Council Bylaws within the clean zones and the CBD were reduced throughout the Tournament and no significant cases of ambush marketing reported at either of the Auckland venues
- the number of noise complaints received in areas of significant RWC 2011 activity was significantly lower than business as usual numbers
- management of licensed premises was maintained at a very high standard throughout the tournament.

Licensing and Compliance inspectors issued 110 bylaw notices in support of RNZ 2011's rights protection programme. Non-complying activity within the clean zone was kept to a minimum during the clean periods and a number of incidents within the CBD were dealt with efficiently.

Other Councils from around New Zealand invited Auckland Council to help them with their programmes and to observe their testing events

Lessons Learned

Major international events will attract organised groups who aim to profit off the increased numbers of visitors to the city. It is imperative that a well planned compliance strategy is implemented to protect events from this type of activity. This is both to protect the event organisers and their commercial partners as well as the city's existing businesses/customers that look to profit from increased visitor numbers.

The selling of tickets by individuals was a significant problem during the tournament. No preferred approach had been tabled by Tournament organisers prior to the first game. It took a number of weeks before a preferred approach was communicated. To ensure certainty and consistency, Councils need to be made aware of the preferred approach as early as possible.

11.2.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The City Operations programme contributed to Auckland's legacy goals as follows:

Making the most of Auckland's waterfront	The cleaning and waste and infrastructure (eg: toilets and extra bins) contributed to the successful event spaces utilised at the Waterfront
Taking pride in our place	<p>Auckland delivered one of its most comprehensive cleaning programmes during RWC 2011.</p> <ul style="list-style-type: none">• The city was presented as clean, tidy and well maintained• A comprehensive recycling programme was implemented• The region's parks and streetscapes were audited and beautified• Temporary and permanent toilets met the required

	demand
Positioning Auckland as a major events destination	<ul style="list-style-type: none"> • The regulatory environment clearly demonstrated Auckland can facilitate the successful delivery of major events • Capital upgrades to key facilities provide a legacy for future major vents, notably the MEOC and training venues • Best practice and proven command and Control, and security processes are firmly established for future major events • The city has a proven model for managing a future influx of campervans • A number of key staff spread across various agencies and contractors have obtained valuable operational experience in the delivery of a major event

11.2.3 RECOMMENDATIONS

For future major events consideration should be given to the following:

- An integrated command, control and communications structure / programme as run during RWC 2011 are critical. The IP developed in this space is first class and should be utilised for future major events in Auckland. Ensuring senior management support of these structures is vital, early on in the planning phase.
- Future consenting costs for major events should be reduced where possible and a greater communications push to encourage businesses to lodge consents further out from the event is also recommended.
- A well planned compliance strategy should be in place for future events. This is both to protect the event organisers and their commercial partners as well as the city's existing businesses / customers who look to profit from increased visitor numbers.
- Where possible, one consistent accreditation system for future events is recommended. RNZ 2011 had multiple accreditation systems, which caused issues for recognition and distribution controls.
- The Security Flying Squad was heavily relied upon during the Tournament and its implementation is recommended for future major events. It is also recommended that a larger contingency be factored into future event security budgets.

11.3 TRAFFIC AND TRANSPORT

This section is a summarised version of traffic and transport operations drawn from a RWC 2011 Operational Review undertaken by Auckland Transport, including the Chris Moore report on Opening Night.

11.3.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

The multiple projects which form the Traffic and Transport programme were coordinated as a whole by a dedicated Auckland Transport team, (initially Auckland Regional Transport Authority) led by a team leader and project managers.

Workstreams and working groups comprised of subject matter experts from relevant stakeholders and delivery agencies included:

- executive
- traffic (central, north-west and south)
- rail
- bus and coach.

Auckland's RWC 2011 traffic and transport programme includes five key elements, each with a number of projects.

Planning and governance

Lead Agency: Auckland Transport

Supporting agencies: NZ Transport Agency, NZ Police, Eden Park Trust, North Harbour Stadium, ATEED

Overview

The two key planning elements of the traffic and transport programme were the development and delivery of all traffic and transport management plans for match venues and Fanzones, at the same time as maintaining business-as-usual transport services and traffic flow.

Highlights

In 2008, Auckland Regional Transport Authority (ARTA) created a dedicated team to manage RWC 2011 transport operations. The team leader had over a decade of major event experience and was assisted by project managers for traffic and transport. Having a dedicated team made it easier to coordinate all activities.

The workstream framework successfully provided a cohesive group for collaborative planning and decision making. From the outset stakeholders were aware of their roles and responsibilities in delivering the project.

Traffic management plans for competition venues were completed in 2010, enabling testing. These were peer reviewed by a Melbourne-based traffic consultancy with experience in delivering major events. Transport operations for Auckland were planned and implemented in a much more detailed and inclusive way.

RWC 2011 has raised the benchmark for and public expectation of major events in Auckland. It is important that this good work is not lost and that some, if not all of the detail and quality of service is maintained. Such improvements come with increased costs, which must be factored into future bids and event plans.

Lessons Learned

The initial size of the RWC 2011 team was based on ARTA's public transport responsibilities and did not consider the extra obligations that would come to the team post-transition when all traffic and transport operations previously carried out by the

previous councils were centralised in Auckland Transport. For future major events, the size of the team needs to be fluid and appropriate to the magnitude of the event. When there are more venues and more traffic and transport plans, the team size should increase accordingly.

The team should be responsible for coordinating Auckland Transport's response to events so a consistent approach is maintained across all areas of the organisation and externally.

To provide event promoters with a better understanding of their requirements, a set of event guidelines also needs to be developed across all agencies. The guidelines can include the level of detail required for traffic control treatments and the level of public transport required.

Match venues

Overall, almost 600,000 fans were moved to and from matches by bus and rail. This is a significant number and it marks a major shift in public behaviour.

Eden Park

Lead Agency: Auckland Transport

Supporting agencies: Eden Park Trust

Overview

This activity involved transport planning for all eleven matches at Eden Park, based on a capacity crowd of 60,000. Non-private car usage was promoted with an expected 60 per cent target for pool matches and 75 per cent for the Finals.

Highlights

Transport objectives for non-private car usage were achieved at Eden Park. On average, 35-40 per cent of crowds used special event bus and rail services to attend the match and 40-45 per cent post-match. The objective of getting patrons cleared from the venue on special event bus and rail services in 60-70 minutes post match was achieved on most occasions.

Public transport patronage was not as high as the level expected (50%), but was consistent across the tournament (37-45%). Special event trains operated from Britomart at 5-7 minute frequencies, from three hours prior until one hour after the event. The rail operations to and from the event generally worked well (the Opening Night operations are discussed separately below). On average, rail patronage to matches was around 10,000 passengers, whilst the return trip was generally 20-40 per cent higher with between 12 – 14,000 passengers. Final night (23 October) saw a 65 per cent increase in patronage for return trips. This trend could be associated with the Fan Trail where people may have walked to the venue and utilised train services on the return journey.

At Kingsland and Morningside stations the corralling of pedestrians worked well and at Kingsland the management of pedestrian flows through the station also worked well. The track crossover installed west of Morningside sped up operations. At Britomart the one-way pedestrian operation worked well and proved its value.

The Britomart special event bus service was well-patronised and relieved pressure on the rail network. The service levels for other special event buses were determined for each match based on ticket sales, past event experience and with a contingency built in.

These levels were reviewed after each event. Services ran from various locations around the city to the newly created Eden Park Transport Mall (hub) at the south-west corner of the stadium.

- North Shore (from Albany along the busway), 36-55 buses used
- Takapuna, 12-20 buses
- Newmarket / Mt Eden, 12-21 buses
- Manukau / Botany / Pakuranga, 15-37 buses
- CBD: Civic Theatre, 17-41 buses; and Britomart, 50 buses
- Alexandra Park (campervan site), 4-6 buses

Both the services and the bus hub operated well during RWC 2011, with slight changes made to set up and staffing of the hub. These locations serviced proved to be suitable although in the future splitting the Manukau and Botany/Pakuranga service may be appropriate as this service gains popularity. Each of the bus services was well patronised and operated as planned, with some starting prior to the planned three hours pre-match, due to the travel early message being well promoted and adopted by fans. This move was coordinated with Eden Park gate opening times being brought forward to 2.5 hours before kick off.

The Traffic Management Plan (TMP) for Eden Park worked well. The real-time management of the TMP through the Major Events Operations Centre (MEOC) also worked well and increased overall awareness of traffic operations around the venue. The majority of treatments worked as per the TMP. However, there were a number of issues during the event – such as the popularity of the Fan Trail – and road closures being put in place earlier than were outlined in the TMP, including New North Road, Bond Street, Sandringham Road and Dominion Road.

Contractors Action Traffic performed well throughout the event and the level of service provided was to a high standard. The quality of the TMP was to a much higher specification than has been previously delivered at Eden Park.

Parking: The residential parking zone scheme was implemented for the first time. Residents now seem to have become familiar to the permit system. The four entry points in Zone A worked well and illegal parking around Eden Park was significantly reduced. Mobility parking in Bellwood Avenue was at capacity for each match, with extra parking provided in Cromwell Avenue.

Highlights from other transport modes: As expected, taxis played an important role in transporting patrons to and from the venue. The pre-event taxi drop off points around the venue operated well, but attention needs to be given to taxis continuing to enter Walters Rd. Post event the ranks operated well but some operators continued attempting to enter “no go” zones. A designated drop off/pick up area for private hire cars in Valley Road was well used, as was the Countdown car park. Obtaining deposits from coach operators ensured that coach bookings were actually utilised.

Lessons Learned

A signal failure on the rail network occurred on the night of Semi Final 2 (Sunday 15 October), approximately 45 - 50 minutes post match. The delay while train services between Kingsland and Britomart were suspended added 30 minutes to the clearance of passengers.

It is essential to retain the Britomart special event bus service for events at Eden Park where attendance is greater than 15,000. Event services should operate until the crowd has been cleared.

Staffing levels and infrastructure implemented for the three stations during RWC 2011 should be maintained for future major events at Eden Park. Efficient corralling of patrons post-match is important for effective station management.

Given the small numbers of people using Grafton Station, it may be more efficient to operate express services between Britomart and Kingsland. Once the Manukau Rail Station begins operation in 2012, the Manukau special event bus service may be removed.

Taylor's Road (700m west of venue) should be considered as a bus stop should the bus hub be unavailable or extra special event bus services required. Routes and traffic signal sequences should be reviewed to ensure the most effective route is utilised and temporary signage at bus stops improved to clearly designate what services are leaving from what bay. This is particularly evident at Northern Busway stops. Suitable and correctly signed bus lay over locations are also required for each event.

To create some level of consistency with a particular transport focus, Auckland Transport should set up their own bank of Transport Ambassadors that can be specifically trained for specific transport roles. These staff could replace the existing Maxx Ambassadors.

Some changes to the operation of the bus hub at Eden Park would facilitate a smoother and safer operation. These include crowd control fencing, a pedestrian crossover, more effective temporary and permanent electronic signage, and using Sandringham Road for the return trips of buses wherever possible.

New North Road should remain open until kick off for major international events, with capability to close it earlier if necessary for safety reasons. Road closures should be implemented with water filled barriers rather than traffic cones, as barriers provide a safer environment for traffic controllers and a better deterrent to drivers where there is no access. Pre-event warning signage should be installed around the venue at least four days out from any event.

To reduce traffic plan costs, Auckland Transport could consider installing permanent "sleeves" in the ground at each road closure point for Eden Park for the installation of temporary bollards on match days. Further improvements are needed to the process for advising residents of their correct entry point for parking and Eden Park should develop a clearly identifiable accreditation for authorised vehicles as this would substantially reduce delays at check points. Parking signage should also be reviewed in critical areas, and parking services to increase activity in and around Zone B.

Heavier promotion of accessible special event services would encourage fewer disabled people to drive, and an audit of the mobility parking scheme at larger events may determine if there is any misuse of the scheme.

More taxi ranks may be required and taxis should be prevented from entering Central Avenue. The Valley Road drop off area should be maintained and Eden Park Trust encouraged to negotiate with Westfield St Lukes for coach parking for major events.

North Harbour Stadium

Lead Agency: Auckland Transport

Supporting agencies: North Harbour Stadium

Overview

Planning for each of the four matches was undertaken on the basis that a capacity crowd of 30,000 would attend. As with Eden Park, figures were progressively reviewed as ticket sale updates were provided, and a contingency built in. Non-private car usage was planned at 60 per cent.

Highlights

The level of special event service provided for each match was based on 40-45 per cent public transport usage. The geographic areas serviced were well balanced across the region, received as-expected patronage and operated well. All services except the Bush Road shuttle ran to and from the Hooton Reserve bus hub, and until crowds cleared after matches.

- Takapuna, 69-79 buses
- City: Civic Theatre (Queen St) and Lower Albert St, 79-98 buses
- Orewa, 6-8 buses
- Manukau / Botany / Pakuranga, 5-21 buses
- Henderson via Westgate, 12 buses
- Bush Rd shuttle, 6-7 buses

As with Eden Park the management of the TMP through the MEOC worked well and increased overall awareness of traffic operations around the venue. The bulk of the TMP was implemented as planned and to a much higher standard than had previously been delivered at North Harbour. Traffic around the venue for the four matches appeared light and the “come early” message definitely assisted in spreading the traffic across a wider timeframe. The Bush Road parking area was well patronised with around 1,000 patrons using the facility for each match.

Illegal parking was kept to a minimum and mobility parking at Massey University worked well, with a shuttle to the venue. As with Eden Park, coach parking was managed through a booking system, with a deposit required.

Lessons learned

To promote public transport and maintain the momentum of public transport usage to the venue established by RWC 2011, it is recommended that special event services continue to operate to North Harbour as often as possible and that Hooton’s car park to be used as a bus hub too. The area required will depend on the level of service to be offered.

The RWC 2011 TMP can be used as a template for other events at North Harbour, along with similar learnings as Eden Park in respect of staffing levels and use of water-filled barriers. A set of TMPs can be developed for different crowd sizes using the same philosophy and developed within the RWC 2011 TMP framework.

Taxis carried small numbers to North Harbour and some minor disturbance occurred from taxis setting up an ad-hoc rank to avoid police checks. In future, the level of commercial vehicle checking should be discussed with NZ Police and agreed to minimise disruption to taxi operations.

The coach booking system with a deposit should be maintained and managed by North Harbour Stadium.

Fanzones

Lead agency: Auckland Transport

Supporting agencies: ATEED, NZ2011

Opening Night

Overview

Transport planning for the Opening Night of RWC 2011 was based on the use of the Fanzone on Queens Wharf and partial closure of Quay Street, where big screens would be installed to provide an extra space to view the match. To facilitate the Opening Night activity on Quay Street, Auckland Transport developed a TMP that included the closure of Quay Street, between Britomart Place and Hobson Street and surrounding streets back to Customs Street.

Highlights

Transport planning for Opening Night was based on an expectation that at best 50 per cent of the crowd would use rail, bus or ferry (public transport usage for public events does not generally exceed 30 per cent and is based on a modal split of 10 per cent ferry, 70 per cent bus and 20 per cent rail).

Having extra buses available as a contingency was considered. As the Tournament opening was on a standard work and school day, Auckland Transport and RNZ 2011 requested the Government to declare the Friday a teacher only day to free up school buses for use but this was not possible. Efforts to source additional buses from within the Auckland region were similarly unsuccessful. Planning did, however, indicate that adequate capacity was available on the network, given the expected crowd numbers.

The planning was also based on the majority of the crowd leaving the Fanzone at the end of the match. It was expected that some people would leave after the fireworks display but that this would be minimal. At the end of the match there was always expected to be a delay in getting people from the CBD, until Eden Park operations had concluded. Bus and ferry services were therefore extended from 11pm - 1am, but close to timetabled services operated to/from the CBD on the rail network. Once the egress phase at Eden Park had been completed extra trains were provided on all lines through to 2am.

Learnings

The Fanzone and CBD activities attracted significantly more patrons than the expected crowd number with an estimated 120,000 – 150,000 attending. This put pressure on the public transport network resulting in delays on all modes. These numbers created operational difficulties throughout the day, which are covered in detail in the Moore Report commissioned by Auckland Transport after opening night.

Extra security was implemented on train carriages after Opening Night, along with buses at high frequencies on high capacity routes from the CBD. A number of other recommendations were made, including changes to ferry operations. These are detailed at the end of this summary.

CBD Remainder of Tournament

Overview

Following opening night, the Government and Auckland Council provided additional funding to assist with the management of the Queens Wharf/CBD operations. The Fanzone was subsequently increased to include Captain Cook Wharf. This change was implemented for the pool matches, before further increases in Fanzone capacity were made in Wynyard Quarter (from Quarter Finals), and on Marsden Wharf and in Aotea Square for the Final, lifting total Fanzone capacity in the waterfront and CBD to 53,000.

Given these changes to Fanzones, public transport services needed to be altered to provide additional capacity.

Highlights

Extra contingency operations were implemented for match day transport for the remainder of the tournament. The following steps were taken (in addition to recommendations outlined in the Moore Report):

- fifty additional buses for a further special event bus service to Eden Park
- 30-50 contingency buses on the bus network and 80-160 contingency buses for the rail network to add to the 34 buses already in place. These were placed strategically around the network.

Contingency buses were particularly well patronised for the final two weekends, and further contingency was available with non-scheduled rail shuttle services on the Southern Line.

Lessons learned

Quay Street was closed on Friday afternoons during RWC 2011 to accommodate the crowds on the waterfront. In future consideration should be given to closing at 6am Saturday, so as not to disrupt Friday peak traffic. A number of bus stops were changed as a result of road closures, some of which were not suitable. The siting of relocated bus stops needs review for future road closures. Special event and rail/bus replacement services also need to be accommodated within the CBD, adding extra pressure.

There were still some issues with access onto Princes Wharf for residents and businesses but the treatment was modified to provide a line of water filled barriers across Quay St with small gaps for pedestrians.

Regional Fanzones

Overview, highlights and lessons learned

The Regional Fanzones operated at three locations: Civic Lakes, Albany, Trusts Stadium, Henderson and in the Mangere town centre. The TMPs worked well at all three Fanzones. The Trusts Stadium shuttle service was poorly patronised. No changes were made to public transport at Albany and no special services were provided at Mangere.

Business as usual

Lead agency: Auckland Transport

Overview

A key objective of traffic and transport operations was to make sure Auckland operated as close to normal during RWC 2011.

Highlights

Rail patronage on non-match days operated at slightly higher than normal. As the tournament progressed there were areas that experienced higher than normal patronage, e.g. Sylvia Park and Onehunga, and additional buses provided to improve the service for patrons. The Overlander service was able to be maintained into Britomart with no issues reported.

Traffic throughout the city operated as normal for the entire tournament. On match days there was traffic suppression of around 40 per cent on some key routes as motorists heeded the message to travel early, avoid delays or use alternative routes. As the Tournament progressed traffic counts showed a slow return to normal levels.

Similar patterns were evident around the match venues where traffic appeared to be light. As the tournament progressed traffic returned to normal with similar traffic issues experienced around Eden Park as would normally occur at other major events.

Lessons learned

Services from Hamilton that were proposed specifically for RWC 2011 match nights did not eventuate (except for opening night and the NZ vs France match) due to lack of sales. This service operated in and out of Britomart with no issues.

Late night bus services were provided on 11 key routes at increased frequency from 11am – 1am. During the majority of the Tournament these services were able to handle patronage demand except for Opening Night and the Finals, where demand exceeded capacity on some routes. As the Tournament progressed there was an improved understanding of where bus demand was highest. A detailed list of routes and requirements is being developed for future reference.

Ferry services were not as well patronised as expected on match nights in between the opening and Final. Booking systems were in place for many sailings, which worked well.

Other areas

Command and control

The Major Events Operations Centre (MEOC) operated well with a broad mix of stakeholder representation and is the best way forward for future major events. Given the event promoter/owner is usually responsible for this area as part of their event plan, discussions will need to take place on how transport can be managed utilising MEOC facilities.

Volunteer transport

Volunteer transport was provided free on rail and bus services where the volunteer was in uniform and had valid accreditation. This service was in place from the 1 September through to 30 October. Generally services operated well but there were a number of instances on bus services where volunteers were refused free travel. The requirements

for free travel were continually advised to bus companies to eliminate these issues but unfortunately they still occurred.

Police

There were many occasions where Police services were required from a transport and traffic perspective during RWC 2011. This included assisting with pedestrian flows, illegal parking and road closures. The Police response was good and their presence was invaluable for large events.

11.3.2 CONTRIBUTION TO AUCKLAND'S TIGHT FIVE LEGACY GOALS

The Traffic and Transport programme contributed to Auckland's legacy goals as follows:

Making public transport a habit for Aucklanders	<ul style="list-style-type: none">• The use of public transport to major events around the region has now become the norm for many fans rather than an exception.• Since RWC 2011, patronage figures have continued to grow month-on-month showing that RWC 2011 has contributed to the positive behaviour change.
Positioning Auckland as a major events destination	<ul style="list-style-type: none">• The RWC 2011 transport operations brought a new dimension to the way Auckland manages and operates events. The quality of transport services and road treatments was to an international standard.

11.3.3 RECOMMENDATIONS

For future events, consideration should be given to the following:

1. Developing a dedicated event team within Auckland Transport to manage and coordinate major events, and maintain a workstream framework
2. Developing a set of event guidelines for Auckland across all agencies so event promoters have a clear understanding of their requirements
3. Establishing a Transport Operations Centre, as part of MEOC
4. Ensuring that a stable rail plan is developed for a major event three to four weeks out from the event
5. Determining whether special event day timetables are developed or whether "business as usual" can carry expected extra capacity
6. Provide extra security on train carriages
7. Continuing special event bus services from Britomart to Eden Park to help relieve pressure on train operations

8. Maintaining a bus contingency fleet and provide buses at high frequencies on high capacity routes from the CBD (the routes used for RWC 2011 are a suitable starting point)
9. Improving the quality and location of alternative bus stops in the CBD where stops are relocated as a result of street closures. If more suitable locations cannot be found security is required in some locations as a duty of care to passengers
10. Reviewing the NiteRider service to make the service more user friendly, i.e. shorter routes and the main city stop closer to the lower end of the CBD
11. Giving early notification e.g. at least a week, to patrons when changes are made to bus or train services
12. Investigating a process for providing tickets to volunteers if free travel is to be implemented for a volunteer programme
13. Considering a dedicated ferry operations centre to co-ordinate the activities of all operators
14. Developing an operational plan for special event ferry services and, where activities are either on Queens Wharf, in Quay Street or both, use a dedicated and robust corraling system to keep access to the ferry terminal open at all times
15. Reviewing road closure times of Quay Street so that closures are kept to a minimum and maintain access onto Princes Wharf
16. Installing solid treatments at the intersections of each cross road on Queen Street to push people back to the footpath if Queen Street is to be closed to traffic This treatment acknowledges that the cross road is still open to traffic
17. Providing information to taxi operators on the location of ranks prior to an event
18. Increasing the active policing presence at rail stations, checkpoints, road closures and high pedestrian areas.

11.4 QUEENS WHARF

11.4.1 PROGRAMME OVERVIEW

Lead agencies: ATEED and Government

Supporting agencies: Auckland Festival Trust, NZ2011

The Queens Wharf project combined three major initiatives for RWC 2011: the official RWC 2011 Fanzone, the REAL New Zealand Festival and the REAL New Zealand Showcase.

This partnership between ATEED and Ministry of Economic Development (MED) delivered a Queens Wharf experience that included screening of all 48 Tournament matches live, showcasing the best of New Zealand's culture, fashion, food, wine, music and key business sectors, whilst also providing a mechanism for media and business to business activity.

The official Fanzone component ran every day with five giant screens and more than 40 LCD screens within Shed 10, the 'heart' of the Fanzone. On 18 key match days the Fanzone footprint extended over to The Cloud where the indoor big screens were utilised to show RWC 2011 matches and temporary bar and food facilities catered for the fans. Official Tournament merchandise was available for purchase on Queens Wharf and a selection of the RWC 2011 World Wide Partners and Official Sponsors delivered

activations within the Fanzone that enhanced the overall programming offering. These activations included the Brancott Estate Wine Bar in The Cloud, Heineken World Bar and MasterCard Club in Shed 10, and the ANZ World and DHL Delivering Rugby Zone activations.

At the entry to Queens Wharf crowds were greeted by Tourism New Zealand's Giant Rugby Ball. This was the first time the structure has been installed in New Zealand. The inflatable Giant Rugby Ball is a unique venue that has gained huge exposure for New Zealand globally. The Ball was open free to the public by day, giving visitors a stunning audiovisual experience of New Zealand, its heritage, landscapes, culture and tourism offerings. Since 2007 the Ball has appeared in Paris, London, Tokyo and Sydney, exposing New Zealand to an estimated media audience of more than 300 million people around the world.

In addition to the official Fanzone on Queens Wharf, the largest programming presence was through the REAL New Zealand Festival. The Festival was supported by New Zealand 2011 (NZ 2011), an office within MED that was set up to deliver the Government's leverage programme during the Tournament.

The music programming on Queens Wharf consisted of REAL New Zealand Festival events, an eclectic mix of new Zealand artists and bands and additional layers of programming including community and carnival events. Programming was scheduled for all 45 days of the Tournament and targeted at Auckland's diverse cultural community, rugby fans, as well as international visitors. The music programme consisted of four different curated areas, the Main Stage, Live at The Cloud, Late Nights at The Cloud and the stage within Shed 10.

Queens Wharf also hosted family weekends during pool play, delivering a carnival atmosphere with themed activities each weekend and a selection of school holiday programmes during the final two weeks of the Tournament. The REAL New Zealand Rural Sports 2011 featured Sheep Shearing Nationals and Trans-Tasman Woodchopping Finals hosted by the Topp Twins and country music star Tami Nielson during the week between Semi-finals and Finals

Through a showcasing strategy, NZ 2011 implemented an inclusive programme for the best of New Zealand businesses, industries, and arts and culture groups to host visiting Rugby fans and business people so they could experience the best of New Zealand. On Queens Wharf this translated to a sector Showcase exhibition, VIP programming with The Cloud and business hosting within the Business Lounge.

ATEED and MED also worked together to deliver the Media Lounge within The Cloud, a space that was available to all journalists to relax and work from. The Media Lounge provided a perfect location to host media and opportunities to direct international attention to Auckland and national attractions.

New Zealand Trade and Enterprise led the delivery of the Taste New Zealand food and wine experience within The Cloud, a ticketed experience that paired the best of New Zealand's cuisine with complementary New Zealand beer and wine. Special events included Le Cordon Bleu New Zealand culinary match with the French team (including French rugby player Olivier Magne and Cordon Bleu chef Philippe Clergue) taking on the New Zealand team (former All Black Tana Umaga and celebrity chef Al Brown)

Within The Cloud, Tourism New Zealand and Tourism Auckland worked together to deliver a comprehensive tourist information service which complemented the Queens Wharf specific information centre at the entry to the wharf.

11.4.2 OVERVIEW OF DELIVERY STRUCTURE

The Queens Wharf project was a partnership between local government (ATEED) and central government (MED). The re-development of Queens Wharf in preparation for RWC 2011 was led by Waterfront Auckland, joint land owners of Queens Wharf with MED. All activity on Queens Wharf was governed by the Queens Wharf Management Committee, a committee made up of representatives from ATEED, MED and the NZ2011 office.

The Queens Wharf Management Committee appointed an event management and delivery contractor, Auckland Festival Trust to project manage the event, including all operational and logistical delivery on site, programme development for the official Fanzone, production of the REAL NZ Festival and Showcase and event budget reporting.

Communications and marketing strategy development and implementation for Queens Wharf was led by ATEED and NZ2011. The strategy informed local residents and businesses of the diverse programming, in addition to promoting the event as being free to local, national and international visitors to ensure maximum attendance.

All traffic and transport management for the Queens Wharf project was led by Auckland Transport. This involvement included moving existing bus and taxi services from Queens Wharf for the Tournament and modelling pedestrian movement in the vicinity of Queens Wharf to ensure public safety. The road closure contingency measures focused on the key match days during the weekends when it was predicted that Queens Wharf and surrounding areas would be at capacity.

Ports of Auckland was a key stakeholder in relation to the cruise ship operations taking place on the eastern side of Queens Wharf during RWC 2011. There was ongoing liaison with Ports of Auckland regarding shared use of the site on cruise ship days, confirmed through a final security and master delivery schedule.

A selection of the Tournament World Wide Partners and Official Sponsors actively participated in the official Fanzone programme on Queens Wharf, these included DHL, Brancott Estate, Heineken, ANZ and MasterCard.

11.4.3 PROGRAMME OUTCOMES AND ACHIEVEMENTS

High Attendance

Queens Wharf delivered a six week entertainment programme that attracted Aucklanders and visitors to watch RWC 2011 matches for free on Auckland's waterfront. The event attracted a broad variety of the community, with the weekend programming drawing huge crowds during the day, and then avid rugby fans in the evenings. The final attendance figures show that Queens Wharf hosted over 1 million people during the Tournament and was firmly established as a 'must see' for anyone visiting Auckland.

Giant Rugby Ball

The homecoming of the Giant Rugby Ball was a significant attraction on Queens Wharf and received consistent visitation throughout the six weeks. In Auckland visitor numbers tripled what there were in any other major city around the world, with 95,709 people enjoying the spectacular audio-visual experience.

New Zealand Programming

Music united the extensive and varied programme on Queens Wharf, with high profile music acts paired with the major RWC 2011 games to draw large crowds during the weekends. Over 100 bands, DJs and artists performed over the course of the six weeks, such as Che Fu, Anika Moa, King Kapisi, Cornerstone Roots, Thomas Oliver Band, I Am Giant, Ardijah, The Jordan Luck Band, Flip Grater, Julia Deans, Zed, The Feelers, Dragon, Gin and Opshop, making this one of the biggest showcases of New Zealand music ever staged in New Zealand.

Every Friday night during the pool play segment of the Tournament a concert featuring leading New Zealand artists performed on The Main Stage. Live music acts played in The Cloud and Shed 10, with 'Late Nights at The Cloud' on Friday and Saturday nights during Pool Play and an intimate series of concerts with 'Live at The Cloud' including Goldenhorse, Annie Crummer with Will Crummer and The Rarotongans, Greg Johnson and Band, Don McGlashan and The Seven Sisters, Bella Kalolo and Band and top New Zealand comedians.

Community and family involvement

There were over 100 community and school groups participating in the programme on Queens Wharf complemented by carnival acts and street performers.

Safe and Happy Environment

A selection of issues and risks were required to be mitigated due to the location for the Fanzone on a wharf, and a newly re-developed site for event use without prior testing. All health and safety risks were managed through a Safety and Emergency plan, including fencing requirements and management of behaviour within licensed areas. From a capacity perspective, access to Queens Wharf was strictly controlled on peak Fanzone days to ensure a safe environment for all attending.

An independent audit of health and safety was carried out in September which achieved a 94 per cent approval rating. Despite over a million people visiting Queens Wharf, and multiple licensed zones, there were no serious harm incidents during the Tournament and the event delivered a positive and safe environment for all ages.

Communications/Marketing

Significant international media coverage was achieved through Queens Wharf as a high profile location for media activity outside of the stadiums. Over 40 broadcasters visited Queens Wharf, with many visiting multiple times throughout the Tournament.

A total of 70 media advisories were sent during the six weeks of Rugby World Cup 2011. Event specific advisories were also sent for all key events, and weekly advisories were sent to highlight key upcoming events and provide a comprehensive list of all events in order to meet deadlines for community and weekend papers. The initial distribution list was 117 local and national media, and the list grew to 167. The advisories were well received and led to a large number of media enquiries, interview requests and media attendance to various activities on Queens Wharf.

Many positive comments were received from media, related organisations and RWC 2011 stakeholders as to the level of detail and easy structure of information.

Environmental Sustainability

Queens Wharf focused consistently on environmental initiatives on site, supported by the 'Love New Zealand' programme. Overall 18,456kgs of co-mingled materials (glass/cans/paper/plastics/cardboard) were recycled from Queens Wharf during the Tournament.

11.4.4 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

Queens Wharf contributed to the achievement of all of Auckland's legacy goals as follows:

Making the most of Auckland's waterfront	<ul style="list-style-type: none">• Attracted national and international visitors to one of Auckland's most recently re-developed waterfront locations, Queens Wharf for the first time ever.• Successfully delivered an environment that attracted over 1 million people of all ages to enjoy the festival atmosphere and watch RWC 2011 matches.
Telling the world Auckland's story	<ul style="list-style-type: none">• International media attracted to Queens Wharf and hosted within Media Lounge.• Business to business hosting in the Business Lounge.• 95,709 people experienced the Tourism New Zealand Giant Rugby Ball audio-visual show and many more had their photos taken outside the Giant Rugby Ball in front of the spectacular New Zealand exterior projections.• Promotion of Auckland and New Zealand attractions and experiences through the Tourism New Zealand and Tourism Auckland i-SITE.• Platform to highlight regional community groups and performers in a national and international setting, with over 100 bands and artist and over 100 community and school groups involved on Queens Wharf.
Taking pride in our place	<ul style="list-style-type: none">• Auckland locals and New Zealanders were attracted to Queens Wharf.• 18,456kgs of co-mingled materials recycled on Queens Wharf• Over 250 volunteers were trained specifically for Queens Wharf and worked throughout the Tournament in key support roles.
Making public transport a habit for Aucklanders	<ul style="list-style-type: none">• Public Transport successful as an easy transport alternative via bus, ferry and train to the central CBD location.
Positioning Auckland as a major events destination	<ul style="list-style-type: none">• Events infrastructure re-development of Queens Wharf.• Queens Wharf provided an opportunity for over 2,000 event staff and contractors to be involved in an

	international major event, with increased experience and development of intellectual property.
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11.4.5 LESSONS AND RECOMMENDATIONS

Lessons Learned

Governance

The length of time involved with establishing the governance model, funding sources and vision between Auckland and government for the Queens Wharf event was a complex process. This had some impacts on the available time for the event delivery contractor to deliver the event experience and site.

Crowd management

Due to the increased popularity of Queens Wharf, there was continual systems refinement and upskilling for the event management staff and security staff involved in developing and delivering the crowd management systems, especially following Opening Night. Detailed queue management plans, resource allocations and on the ground experience was gained and implemented very effectively.

Alcohol management planning

Queens Wharf provided a unique opportunity to deliver a temporary bar/café environment on a scale and duration never seen before within Auckland. The regulatory requirements, nature and scale of this delivery required fresh thinking and experienced management across multiple agencies over the provision of the temporary infrastructure, sales procedures and compliance enforcement to ensure a safe environment was achieved for all patrons.

Cohesive Planning

Due to the number of stakeholders involved in this project, planning and delivery of the site as one was imperative to the success of the event. ATEED led an Expression of Interest process to procure an event management company to provide Queens Wharf event delivery services on behalf of MED and ATEED. For future events it is vital from a programming, site planning, risk management, health and safety and event operations perspective that all aspects of event planning are managed through one event delivery contractor and that this process is implemented earlier.

Integrated Delivery

From a delivery perspective all activity on Queens Wharf during the Tournament was managed through the Command, Control and Communications framework. This structure involved an On Site Operations Centre (OSOC) for Queens Wharf that managed all activity on the site, with representatives from key stakeholders. The OSOC escalated issues as required to the Major Events Operations Centre (MEOC), which oversaw all operations in Auckland. Establishing better 'vision' across the area immediately external to the core site would also be valuable for future uses such as a Fanzone.

Cleaning and Waste

For future major event sites of this scale and length it is recommended that the procurement process be structured to allow for separate cleaning and waste contractors to be appointed to ensure the highest quality service in both areas.

Accreditation

One company managing and producing all accreditation passes would ensure the process is streamlined and delivered effectively. When multiple sites are involved, clearer identification of each site within the graphic design of the passes would assist security staff.

11.4.6 RECOMMENDATIONS

For future major events consideration should be given to:

1. The early establishment of a governance and management structure with clear lines of responsibility and accountability
2. The early appointment of one event delivery contractor to manage programming, site planning, risk management, health and safety and event operations for the whole site
3. The integrated delivery across all activity through the command, control and communications framework of an on site operations centre (OSOC) with representatives from key stakeholders, and escalation as required to the Major Events Operations Centre (MEOC)
4. Including a 'vision' across the area immediately external to the core site would also be valuable for future uses such as a Fanzone
5. The procurement process be structured to allow for separate cleaning and waste contractors to be appointed to ensure the highest quality service in both areas
6. One company managing and producing all accreditation passes with clear identification of sites within the site.

11.5 OPENING NIGHT

Lead agency: ATEED

Supporting/other agencies: Auckland Transport, NZ Police

11.5.1 OVERVIEW

A key component of the Auckland region's programme for maximising the benefits from RWC 2011 was the free opening celebration held along Auckland's waterfront on the afternoon and evening of 9 September 2011. In terms of numbers attending (a post event estimate in the range of 120,000 to 150,000, not including those in the wider Auckland CBD area), it was one of the largest public events ever held in New Zealand.

The footprint for the event was substantial, with a waterfront axis extending from Wynyard Quarter in the west to the Commerce Street intersection with Quay Street in the east, then south one full block into the city. It also incorporated Viaduct Harbour (including Te Wero Island) and Queens Wharf, the site of Auckland's RWC 2011 Tier One Fanzone.

As part of the live international broadcast of the RWC 2011 opening night, ATEED secured an unprecedented twelve minute broadcast window to deliver a positive vibrant

image of Auckland (and consequently New Zealand) to an international television audience estimated to be in the vicinity of 75 – 100 million.

The event had a number of components, including the live broadcast of the opening ceremony at Eden Park and the first game between the All Blacks and Tonga on a number of big screens distributed around the event precinct.

The event had two principal creative components. The first was an integration of New Zealand's distinctive Māori culture with the wider event to produce a special welcome and celebration of the start of the tournament - not only for those on the waterfront but to all those witnessing the event on television, both in New Zealand and internationally. That component began with the arrival of a fleet of 20 waka into the Viaduct Harbour followed by a sailing waka with 20 youth representatives on board, one from each of the countries playing in the tournament. The waka were welcomed in song by one of New Zealand's iconic performers, Dave Dobbyn, who also performed later in the evening on Queens Wharf.

Following a haka performance, the waka paddlers (kaihoe) then made their way to Queens Wharf accompanied by school kapa haka performances along their route. This was followed by the official Mayoral welcome, a further haka by the kaihoe and performance by the Finn brothers leading up to the first RWC 2011 game kick-off. Following the game there was a range of live performances on Queens Wharf continuing into the early hours of the morning.

The second component, "All Lit Up", provided the "wow" factor for the evening. Following the screening of the opening ceremony at Eden Park, the twelve minute programme included the largest fireworks display ever seen in New Zealand with fireworks and lighting displays strategically located across the Auckland skyline utilising notable Auckland landmarks and the city's tallest buildings. This was accompanied by a specially commissioned work performed by the Auckland Philharmonic Orchestra. With coverage specially produced for television appeal, "All Lit Up" was a key element of the celebration's television coverage.

The two components were carefully integrated to maximise both the live and television viewing experience.

11.5.2 OVERVIEW OF DELIVERY STRUCTURE

ATEED had principal responsibility for the waterfront opening night event. ATEED and the Government had collective responsibility for the operation of Queens Wharf. ATEED contracted New Zealand Sponsorship Agency Limited ("IMECO") to provide the first of the creative components described above.

IMECO also had overall project management responsibility for the organisation and implementation of the entire event under the supervision of ATEED (other than the "All Lit Up" component described below). This required IMECO to manage the overall site and to co-ordinate event activities with Auckland Festival Trust (who were contracted by ATEED and the Government and were responsible for the operation and management of Queens Wharf) and various other providers and agencies – particularly the precinct-wide security provider, the New Zealand Police and St Johns.

Inside Out Productions Limited ("IOP") was directly contracted by ATEED to deliver "All Lit Up". Both IMECO and IOP subcontracted in substantial elements of their respective requirements.

Auckland Transport, together with its providers, held responsibility for coordinating public transport services and traffic management with service providers.

11.5.3 PROGRAMME OUTCOMES AND ACHIEVEMENTS

While it caused its own significant and special challenges, the opening night event brought the largest ever crowd to Auckland's waterfront – between 120,000 and 150,000. The vast majority of those present had a positive and enjoyable experience and those Aucklanders watching the event, whether from the waterfront precinct itself, from other vantage points around the city or on their televisions at home, were genuinely proud of the quality of the event and how it presented Auckland to our visitors and the world at large.

New Zealand Police Superintendent Brett England described the crowd as “exemplary” with no serious injuries and no increase in crime or disorder beyond a normal Friday night – an extraordinary achievement in terms of crowd control given the numbers present and space constraints.

The 12 minutes of international television coverage of the Tournament opening garnered an international television audience of approximately 75 – 100 million. That coverage was the longest and most extensive coverage of an event promoting Auckland that has ever been achieved.

The On Site Operation Centre (OSOC) for the Waterfront precinct and the Major Event Operation Centre (MEOC) for the wider event – proved to be invaluable control/fast response centres, providing effective mechanisms to make and implement key decisions quickly with the participation of all relevant agencies. Such was its success, MEOC is now viewed as a “must have” for all future major events in Auckland.

The event demonstrated a high level of effective contingency planning with the New Zealand Police and security providers, for example, being able to instigate contingency plans to bring in extra staff as it became clear just how many people were coming to the waterfront to participate in the festivities.

11.5.4 CONTRIBUTION TO AUCKLAND'S STRATEGIC OBJECTIVES & TIGHT 5 LEGACY GOALS.

The opening night event contributed to Auckland's objectives and goals as follows:

Making the most of Auckland's waterfront	<ul style="list-style-type: none">• The event was spread over the entire downtown Auckland waterfront and made use of all public facilities available within that space, including Queens Wharf and the newly revitalised Wynyard Quarter.• Both creative elements of the event made good use of the waterfront facilities, particularly “All Lit Up” which showcased the waterfront area to an international audience.
Telling the world Auckland's story	<ul style="list-style-type: none">• The international television broadcast provided an unprecedented opportunity to promote a positive image of Auckland to the largest audience ever achieved for such a promotion.

Taking pride in our place	<ul style="list-style-type: none"> In large part the event presented Auckland at its best. The “exemplary” behaviour of the crowd underlined the pride Aucklanders were feeling that night simply to be Aucklanders. However, some of the operational challenges and failures on the evening resulted in a compromised experience for some patrons attending the event.
Making public transport a habit for Aucklanders	<ul style="list-style-type: none"> The level of use by Aucklanders of public transport on 9 September was overwhelming. While that created substantial challenges and in some cases uncomfortable experiences for some patrons on the day, it enabled the relevant agencies to understand better the requirements for such major events and ensure that they were implemented for the remainder of the Tournament. There were no similar issues following Opening Night and public transport use remained high.
Positioning Auckland as a major events destination	<ul style="list-style-type: none"> The international coverage of opening night portrayed Auckland as a superb major events destination. Local post-event media coverage of the event highlighted the issues and challenges and therefore had a less than desirable impact on Auckland’s events reputation. However, this was substantially mitigated through the successful delivery of the remainder of the Tournament. There was virtually no adverse international media coverage of the challenges faced on opening night. The learnings from such a large event will be invaluable in terms of hosting any future events of similar magnitude.

11.5.5 LESSONS AND RECOMMENDATIONS

The combination of sustained marketing, particularly of the Queens Wharf fanzone, the excitement of hosting RWC 2011, including seeing the first game of the tournament on big screens, excellent weather and the promise of biggest fireworks display New Zealand had ever seen, resulted in attendance numbers being substantially above any estimate prior to the event. This included estimates by ATEED, Auckland Transport, New Zealand Police, St Johns and security specialists.

This heavily tested all arrangements put in place for the event and while to a significant degree those arrangements, with the benefit of a high level of contingency planning, generally coped with the pressure, there was little if any flex left to deal with unexpected developments. Accordingly, when there were failures in some of the big screens, the knock-on effects in terms of crowd congestion were severe.

Subsequent to the opening night, various methodologies, including randomised surveys, were used in an attempt to better estimate waterfront attendance numbers over the remainder of RWC 2011. All proved to be highly unreliable despite best endeavours with some sophisticated processes, with all stakeholders agreeing that predicting such numbers was more of an art than a science.

The most reliable post-event estimate was that there were 200,000 people in the CBD on opening night, with between 120,000 and 150,000 celebrating within the expanded event precinct. The initial event precinct proposed, some 3-6 months out from the event, included Queens Wharf, Quay Street (from Queens Wharf to Viaduct Harbour), Eastern Viaduct and Te Wero Island. That initial footprint would have comfortably held 50-60,000 in a relaxed atmosphere. Contingency arrangements to double the event precinct and to manage the key access points to help with control of crowd densities and venue capacity had been developed as part of the planning process and all those arrangements.

Leading up to the event a number of factors made it clear that attendance would be high – broad public interest in Queens Wharf/Party Central, strong media coverage and editorial pick up of the opening night activities. The increasing visibility of and attraction to the waterfront following the opening of Wynyard Quarter, an incredibly strong show of community support for RWC 2011 as exemplified by the Tongan community and a long term outlook of clear, fine and sunny weather also contributed to the attraction of large numbers of people.

Given all these factors, the stakeholder agencies involved in opening night actioned contingency plans including: site expansion that doubled the footprint of the event precinct; promotion of other vantage points around Auckland to view the fireworks and lighting display; and confirmation and promotion of live TV coverage.

In the last week leading up to the event there was a stronger emphasis on managing expectations by advising the public of the waterfront space constraints and promoting alternative locations and free to air television coverage. Early activation of regional Fanzones was considered but not implemented. This was due to the primary attractions of the night – the fireworks/lighting display and Queens Wharf/Party Central –not being able to be provided at the regional Fanzones, meaning that opening these sites would not have mitigated demand for the waterfront.

Lessons learned

As it became increasingly apparent that attendance numbers were going to be far higher than initially anticipated, further site expansion options were explored by ATEED. Site expansion could have reduced crowd congestion as experienced on the evening. Whilst the event footprint was doubled in size, unfortunately, there were constraints on further expansion, in particular, the need for contingency and essential bus parking in Quay Street. Other wharves, such as Captain Cook and Marsden, were not available at the time (although they were later made available with support from the Government and the Ports of Auckland).

There were significant issues with the operation of key infrastructure for the event, specifically the big screens and associated cabling. Due to the short road closure window available, the time to install the big screen infrastructure was too short to ensure that it was all fully operational and, if not, to enable change out or rectification without loss of functionality.

A lesson from these above issues relating to the site itself highlight a need for the prioritisation between stakeholders on the use of land, and timings of that use, for such events. Following opening night, the waterfront activity was successfully delivered for

the remainder of the Tournament, with priority given to increasing land available for entertainment (wharves) and the full closure of Quay Street.

On the night, two key big screens located in the event precinct failed. Neither internal planning nor external review of that planning had envisaged such a scenario. Those failures combined with the location of the big screen gantry on Quay Street (near the corner of Lower Albert and Quay Streets) lead to severe crowd congestion in the vicinity of the Ferry Building. This, in turn, resulted in inbound ferries being temporarily suspended from 6pm. Prior to the event the placement of a big screen outside the Ferry terminal was not identified as being a potential cause of crowd congestion (this was the site of greatest crowd congestion when that screen failed).

While it could be argued that such congestion would not have occurred but for the screen failure, the prudent course in future would be to avoid the placement of such infrastructure in spaces where there will be substantial natural crowd movement and transport hubs. This lesson was responded to when the Aotea Precinct was utilised for fanzone activity, successfully ensuring that large crowds were drawn away from critical transport hubs such as the Ferry Terminal and Britomart.

An additional operational issue was the availability of public toilets on the evening. There were 262 temporary public toilets provided across the precinct. This was insufficient for the numbers attending as the provision of additional temporary toilets by the event manager, IMECO, did not increase the provision commensurate with the contingency site expansion plans. Following opening night, ATEED and Auckland Council took responsibility for ensuring provision of services were in place to meet the ongoing high visitation numbers attending the waterfront.

The combined numbers attending the opening event, other activities in the CBD that evening and the first RWC 2011 game at Eden Park put Auckland's public transport system, particularly rail, under extreme pressure.

Auckland Transport had planned for 100,000 to attend the opening event on the waterfront. This corresponded with the type of numbers expected by ATEED and other agencies in the days leading up to the event. This was 40,000 more than attending the game at Eden Park.

The unprecedented success of the opening night led to the train network being overwhelmed. Attendance was outside the range of all predictions (noting that predicting attendances is more of an art than a science). Had it been possible to predict the event's popularity, more would have been done to prevent the negative issues of opening night. The response would have included additional staff to inform and direct passengers, better on train messaging, and a greater availability of public transport contingency buses. Having said that, the lessons learnt were quickly applied and public transport was trouble free for the remainder of the tournament.

Governance learnings

Opening night was a very substantial event in its own right. However, for governance and planning purposes, it was treated no differently from almost 140 projects within the RWC 2011 programme. As a result, the governance of this particular project was the same as those other projects. In hindsight, it warranted a more dedicated and specific focus on the detail of the planning and better risk analysis.

In the early stages of the planning process, it should have been recognised that the opening night was of a size, scale and significance that warranted a higher level of governance oversight. As an example, the 2012 Volvo Ocean Race and 2011 and 2012

World Triathlon events both have dedicated boards providing comprehensive oversight, advocacy and decision-making directly to events staff. For future mega-events, consideration must be given to the need for dedicated sub-groups to provide oversight to large or significant projects within a broader event programme.

With an event as complex as the opening night any blurring of areas of responsibility and lines of reporting can carry substantial risk. Due to the time pressures, ATEED sometimes stepped into an operational rather than management role, which caused some blurring of responsibility between it and its contractors. ATEED should have contractually managed the event manager, IMECO, rather than working alongside them. There should have been a single ATEED person dedicated to managing that relationship.

Fully developed contractual arrangements, particularly with IMECO, were concluded late in the piece. This made it difficult to manage clear and detailed project deliverables and increased the risk of project elements not being fully addressed. This likely contributed to ATEED taking a hands on operational approach to that relationship rather than a more arms length contract management approach but this contributed to the blurring of areas of responsibility.

There were time pressures on ATEED and its contractors in the organisation of opening night. Initially, it was the intention of the Government's New Zealand 2011 Office (NZ 2011) to run a nation-wide event for the opening night, with Auckland just featuring as one part. Whilst ATEED supported a nation-wide approach to the opening night, for a variety of reasons this did not eventuate. When timing was becoming critically short Auckland opted to progress planning at the local level. A lesson here is that even where a major event is part of a nationwide delivery, the local area needs to be given sufficient autonomy, at the earliest point to get on with the planning and execution of its component - particularly when it is an event as substantial as the opening night.

Summary

In summary, where any event of similar magnitude is to be held on Auckland's waterfront, planning needs to allow for the scenario as occurred on 9 September – i.e. allow for upwards of 200,000 people. A number of specific recommendations flow from such scenario planning and are dealt with in the next section. However, two key lessons are that:

the concentration of those attending on a single waterfront destination with limited access and exit points carries particularly high risks and those risks are best mitigated by distributing that crowd across a number of venues, some of which can be relatively close

that all stakeholders need to be working to a clear and agreed set of demand/attendance numbers and that these projections need to be consistently updated and plans regularly updated.

To conclude, this review demonstrates there were multiple contributing factors to the issues faced on opening night and that there are multiple lessons for multiple public agencies, service providers and contractors. Whilst the experiences of some patrons was less than desirable on 9 September, Auckland demonstrated that, under significant pressure, it could respond with pace and focus to these issues.

Post opening night Auckland implemented programme enhancements that successfully managed the ongoing extraordinary and unprecedented numbers of patrons that utilised public transport services and celebrated RWC 2011 on the waterfront and within the CBD. Furthermore, the lessons learned and the relationships formed between Auckland

agencies throughout this experience set a strong foundation for the successful management of major events in the city in the future.

Recommendations

For future events of this significance, it is recommended that:

Contingency planning should allow for the potential attendance of 200,000 plus people

A fit for purpose and dedicated governance group is established to ensure the right level of governance support and oversight

An appropriate planning mechanism must be in place to ensure that relevant agencies are working to consistent ranges of attendance numbers and that providers are instructed accordingly

The focus should be on multiple locations to spread the crowds over a wider area

Event organisers are able to communicate with the crowd during the event: the use of big screens and other messaging technology will be key to attaining that goal

Venue areas, e.g. road reserves, need to be available early enough to give organisers and contractors sufficient time to rectify problems, particularly infrastructure failure

For large crowds it is critical to have spaces free of structures to enable the crowd to move and all key agencies, including the New Zealand Police and security, need to be given the opportunity to give input on placement of infrastructure

Where possible, workable arrangements should be in place to enable rapid closure of an event space once capacity is close to being reached

MEOC should be utilised for all future major events in Auckland

For mega-events such as opening night, a single person should be dedicated to managing the event organiser relationship over the entire period of the relevant contract to ensure appropriate accountability and timely execution, remove handover risk and maintain consistency of communication

Where a contractor is retained to project manage a major event, the contracting agency should keep to a contract management role rather than working alongside the contractor in order to ensure clear delineation of responsibility and accountability

All contractors should have the overall event manager as their prime line of reporting

Critical decisions must be either made by or capable of quickly being escalated to the senior management level of the relevant stakeholders to ensure full buy-in and appropriate decision-making.

NOTE: Further actions relating to public transport as a result of Opening Night, are documented in the Auckland Transport section and their associated reports.

11.6 PUBLIC EVENTS

11.6.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

Auckland's RWC 2011 Public Event programme provided Aucklanders with free, family-friendly opportunities to engage and participate in the Tournament. The Public Events programme included the following six elements (Note: Queens Wharf and Opening Night are covered in separate Programme Summaries).

Airport Acknowledgements

Lead Agency: ATEED

Supporting Organisations: Auckland International Airport, Auckland Transport, iwi

Overview

Eight Airport Acknowledgements were staged at Auckland International Airport to welcome to New Zealand those teams arriving in Auckland, and to build pre-event atmosphere and excitement for the Tournament. The Airport Acknowledgements included a welcome by Auckland's Mayor Len Brown, entertainment and a powhiri led by local iwi. Teams signed autographs and had photos taken with the public in a safe and secure environment.

Highlights

Support for the teams from communities and schools was outstanding. Groups travelled to the airport from afar and during very early and late hours of the day, helping to create a welcoming atmosphere and heralding the start of RWC 2011 in Auckland in an exciting and engaging way.

Attendance numbers at the Airport Acknowledgements were significant with a total attendance of 8,100. There was a significant amount of media coverage for all teams, which helped promote the Tournament in Auckland prior to kick-off and build hype and excitement for the Tournament across the region

Lessons Learned

Flight delays and early arrivals caused some unavoidable pressures on operational management and in some cases, supporters waited a considerable time for teams to arrive. Flexible programming and utilising experienced MCs who could communicate with the crowd and provide filler entertainment, proved invaluable.

Very high attendance at the Tongan Airport Acknowledgement impacted on airport business-as-usual operations, in particular ground transport. Additional security and Police were deployed to manage the situation. Future event planning should make contingency provision for high attendance. The crowd was however very well spirited, there were no significant issues and the event received significant positive media coverage.

Team Welcomes

Lead Agency: ATEED

Supporting Organisations: Auckland Council, The Edge, Auckland Transport, Papakura Marae, Orakei Marae

Overview

Five teams participated in official RWC 2011 Team Welcomes (which included the Official Capping Ceremony) in Auckland. Two Team Welcomes were held on local marae and three were held in Aotea Square in Auckland's CBD. All events were open to the public and were easily accessible. All Team Welcomes had up to 200 VIP guests that needed to be suitably hosted including Civic and Government representatives, Tournament dignitaries, team representatives and iwi and marae leaders.

Highlights

The Team Welcomes provided Aucklanders and visitors with an opportunity to engage with the teams and Tournament free of charge.

Attendance at Team Welcomes was significant (total attendance of 10,900), particularly for the All Blacks (5,500) which took place in cold and wet weather. Attendance was also high at the two marae-based ceremonies demonstrating the high level of community interest in the Tournament.

Two of the post-event functions were held in Q Theatre providing a unique opportunity to showcase one of Auckland's newest theatre venues.

There was significant media interest for all Team Welcomes providing Auckland the opportunity to highlight its role as a RWC 2011 Host City, outside of hosting of matches.

Lessons Learned

A close working relationship and clear communications on roles and responsibilities was required to effectively deliver the marae welcomes. Working through the ATEED Māori Liaison Officer was invaluable for facilitating this.

MCs should be scheduled by the event delivery organisation to ensure consistent and appropriate messaging across all events.

More than one ATEED Māori Liaison Officer would be helpful for future major events because of the high level of Māori and iwi participation.

Team Engagement

Lead Agency: ATEED

Supporting Organisations: NZ Police, Auckland Transport, training venues

Overview

The purpose of the team engagement programme was to create an opportunity for the public to interact with teams based in Auckland during RWC 2011. The programme included:

- Public Open Training Sessions - teams opened their training sessions for public viewing and players interacted with the public through skills sessions with local school children and autograph signing sessions
- Queens Wharf Fanzone visits - teams visited the Fanzone to interact with the community, take part in festival activity, and sign autographs
- Lecture series - key team support staff including doctors, physiotherapists and trainers visited universities to participate in lectures with students of

their field, outlining their roles and experiences of operating at the highest levels of international rugby.

As it was at the discretion of the teams as to whether they participated or not, ATEED developed a proposed programme for each team focusing on high value events including Public Open Training Sessions and visits to Queens Wharf (as it was the only Fanzone operating in the pool phases).

In total, the following activities were delivered as part of the programme:

France	<ul style="list-style-type: none">• Three Public Open Training Sessions with total attendance of 2,250. There was a significant media contingent at each session and print and TV coverage was excellent.• Autograph signing session with RWC 2011 volunteers at the CBD Workforce Centre in the Viaduct.
Tonga	<ul style="list-style-type: none">• Public Open Training Session with attendance of 6,000. There was a significant community event component of this session and the event attracted extensive media coverage.• Queens Wharf visit to sign autographs.• Attendance at a community organised event upon arrival in New Zealand.
Australia and Samoa	<ul style="list-style-type: none">• Public Open Training Sessions. Attendance of 2,000 for Australia and 2,000 for Samoa.
Fiji	<ul style="list-style-type: none">• Public Open Training Session with attendance of 500.• Queens Wharf visit to sign autographs.
Ireland	<ul style="list-style-type: none">• Lecture series. The team physiotherapist led a lecture at University of Auckland's sports and exercise science faculty.• Queens Wharf visit to sign autographs.
Scotland	<ul style="list-style-type: none">• Autograph signing session with RWC 2011 volunteers at the CBD Workforce Centre in the Viaduct.
Japan and Namibia	<ul style="list-style-type: none">• Public Open Training Sessions suggested by teams at very short notice on days where multiple other Public Open Training Sessions were being delivered by ATEED. Attendances were relatively small due to the short notice.

Highlights

The team engagement programme provided thousands of Aucklanders with a free, family-friendly opportunity to engage with the teams. The process of approaching each team with a proposed engagement programme was a key to the success of the programme, and assisted in maximising the opportunities for Aucklanders to engage with teams.

The Public Open Training Sessions were a polished product that were enhanced with a number of free kids activities and entertainment. These extra activities and the general festival atmosphere they created resulted in positive print media coverage. Public Open

trainings Sessions were generally well attended (total attendance of 13,600) and received significant media interest.

Across the Public Open Training Sessions, 100 local school children and youth rugby players were afforded an opportunity to train with the teams. This was a once-in-a-lifetime opportunity that was very well received and added a real community flavour to the events.

Lessons Learned

Teams had full itineraries while in Auckland and were very focussed on the Tournament. Developing a proposed programme of activity that respected their focus on rugby was pivotal to the success of the programme.

A traffic management plan should be developed for large crowd events at Western Springs, which covers Stadium Road and for entering and exiting the front field (when used for public parking).

There was a significant expectation among local business associations that by adopting a second team, their adopted team would visit their town centre. This was not the case and these expectations should have been managed more firmly earlier in the process.

REGIONAL FANZONES

Lead Agency: ATEED

Supporting Organisations: NZ Police, Auckland Transport, Regional Facilities Auckland – The Edge and The Trusts Stadium

Overview

Before the amalgamation of Auckland Council, the respective local councils were responsible for planning three Regional Fanzones. A coordination group, chaired by Auckland City Council, was established to ensure planning was aligned across all Fanzones. Once Auckland Council was established in November 2011, ATEED became the lead agency for the Regional Fanzones and a consolidated and standardised approach was adopted for the planning and delivery of the Fanzones.

The objective of the Regional Fanzone programme was to provide an opportunity for Auckland communities to participate free of charge in the Tournament, in their own communities. Regional Fanzones provided an opportunity for those who could not attend matches to experience RWC 2011 in a significant and official way.

All Regional Fanzones had big screens to watch the matches and an individual theme. High quality entertainment was provided at all three Fanzones including performances by I Am Giant, Katchafire, The Black Seeds, Dave Dobbyn, Anika Moa, The Earlybirds, The Adults, Dawn Raid and Stan Walker.

The Regional Fanzones included:

North - Northern Lights Fanzone

The Northern Lights Fanzone was located at Civic Lakes Civic Park in Albany. This site created a natural amphitheatre for watching the matches and entertainment. The capacity of the site was approximately 10,000 persons and the site operated during the Quarter-finals, Semi-finals, and Finals weekends. The programme included an eclectic mix of performances from alternative rock bands to Pacific cultural performances.

South - Southern Seas Fanzone

The Southern Seas Fanzone was situated in the heart of Mangere Town Centre. The capacity of the site was approximately 10,000 persons and the site operated during the Quarter-finals, Semi-finals and Finals weekends. The Southern Seas Fanzone programme was distinctively Polynesian and Māori with plenty of family and kids' activities, plus an arts and crafts fair. The Fanzone was alcohol-free.

West - Outrageously West Fanzone

The Outrageously West Fanzone was located at The Trusts Stadium in Henderson. The capacity of the site was approximately 5,800 persons and the site operated during the Quarter-finals, Semi-finals and Finals weekends. This modern stadium complex had great facilities and a great atmosphere, complemented by a full programme of entertainment, live screening of matches and separate family and licensed viewing areas.

In addition to the three Regional Fanzones, contingency sites were established in Wynyard Quarter and Aotea Square to accommodate additional demand during the knock out rounds of the Tournament, and Finals night respectively.

Highlights

The Regional Fanzone programme gave Aucklanders who lived outside of the central city the opportunity to participate free of charge in RWC 2011, in their own communities.

Approximately 97,000 people attended the three Regional Fanzones over the three weekends that they activated. The Regional Fanzones attracted people away from the CBD and therefore relieved pressure on Queens Wharf and the Waterfront during the knockout rounds of the Tournament.

The contingency sites at Wynyard Quarter and Aotea Square were planned and delivered within very short timelines (approximately 10 days). Approximately 10,000 attended the contingency site at Wynyard Quarter over the three week period and approximately 18,000 attended the contingency site at Aotea Square on Finals night.

Traffic management around all of the Fanzones was effective.

Lessons Learned

The public were drawn to the CBD to experience RWC 2011 and the marketing effort for Regional Fanzones needed to be enhanced to raise their profile and encourage greater attendance participation.

FAN TRAIL

Lead Agency: ATEED

Supporting Organisations: The Edge, Auckland Transport, University of Auckland

Overview

The Fan Trail was a 4.5km long pedestrian route from Auckland's Waterfront to Eden Park, developed as a means to get ticket-holders to walk to Eden Park and thus relieve pressure on public transport on match days.

The route passed through a number of Auckland's iconic locations: Queen Elizabeth Square – Queen Street – Aotea Square – Myers Park – St Kevin's Arcade –

Karangahape Road – Great North Road – Bond Street – Sandringham Road – Waierepo Swamp Walk.

There was entertainment, roving and staged performances and food and beverage stops along the route and the Fan Trail was supported by event staff, security guards, and RWC 2011 volunteers.

Highlights

The Fan Trail was hugely successful with over 120,000 people travelling part or all of the route over the course of the Tournament (original target was 33,000).

Because of the high use, the Fan Trail served its purpose of relieving pressure on the public transport network to Eden Park, but also served as one of the highlights of the resident and visitor experience in Auckland during the Tournament. Many people walked the route even though they were not attending a match at Eden Park and this was particularly evident on Finals night when approximately 40,000 people walked all or part of the route.

Coordination by event organisers with various stakeholders along the route was effective with no major incidents occurring over the 11 days the route was activated.

The Fan Trail received extensive positive coverage both in the press and on broadcast media, including a blog by Sir Richard Branson where he stated 'every major event city should have a Fan Trail'.

Lessons Learned

Pedestrians were enthusiastic to start the route far earlier than the official start time and missed out on the full experience. This was observed early in the Tournament and rectified with performances starting earlier where possible.

After months of planning with Heineken to incorporate two 'Hop and Stop' licensed areas along Great North Road, the proposal was declined due to conflict between sponsors. Consultation with Rugby World Cup Ltd's commercial partner, IMG, should have been implemented earlier in the planning phase as this activation was cancelled very late in the planning stages.

Using three different security firms along the route caused some minor teething problems early in the Tournament, due to overlapping responsibilities and multiple lines of communication but this was resolved through the use of clear role and responsibility boundaries.

VICTORY PARADE

Lead Agency: Auckland Council and ATEED

Supporting Organisations: Auckland Transport, NZ Rugby Union

Overview

A victory parade was planned and delivered within a very short timeframe following the All Blacks RWC 2011 victory on 23 October. The parade was delivered with the input of multiple stakeholders and in the context of the post-Finals city cleanup.

The 45-minute parade travelled up Queen Street and Albert Street and attracted approximately 120,000 people.

Highlights

Auckland delivered a world-class opportunity for Aucklanders to celebrate the All Black victory. The victory parade was hosted by the Mayor and attended by the Prime Minister.

There was extensive media coverage of the parade including live broadcast on TVNZ and TV3 to an estimated national audience of 600,000 (estimates provided by broadcasters), and follow up news coverage of the event.

The parade concept and location was developed and executed in close consultation with All Blacks management and the event met the team's requirements including confidentiality and commercial considerations.

There was excellent response from the All Blacks and media, including the NZ Rugby Union confirming that the victory parade exceeded all team members' expectations.

Lessons Learned

A collaborative Auckland approach to large-scale civic events is appropriate and delivers the best outcome from an Auckland destination and brand perspective e.g. an ATEED and Auckland Council collaboration.

Direct engagement with the media when developing plans for a civic celebration ensures media coverage is maximised.

The victory parade contributed to building further support for Auckland's event delivery capability, particularly given the short time frame associated with development and operational delivery.

11.6.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

Public events contributed to the achievement of Auckland's legacy goals as follows:

Telling the world Auckland's story	<ul style="list-style-type: none">• The Fan Trail provided a valuable opportunity to showcase the heart of Auckland to domestic and international visitors.• The Public Events programme drew significant media interest.• The Public Events programme created an opportunity to profile Māori culture as an integral part of Auckland's identity to an international audience.
Taking pride in our place	<ul style="list-style-type: none">• The Public Events programme ensured the wider Auckland community had many different opportunities to engage and participate in RWC 2011 in Auckland.
Making public transport a habit for Aucklanders	<ul style="list-style-type: none">• All Public Events were linked with public transport routes and options for public transport were provided to the public through marketing and communication campaigns.

Positioning Auckland as a major events destination	<ul style="list-style-type: none"> • Delivery of such a large public events programme has developed substantial IP and has increased the capabilities of staff and vendors in the Auckland major events scene.
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11.6.3 RECOMMENDATIONS

For future major events consideration should be given to the following:

1. The Fan Trail (or similar) should be considered for major events at Eden Park in the future
2. Larger and more media areas are required at future public events given the significant interest from media in the public event programme
3. Where future major events involve significant team engagement programmes, event organisers should propose detailed engagement programme opportunities to teams rather than leaving it to team management to develop
4. Protocols should be designed and communicated on how community groups and/or other agencies can engage with event participants, especially when professional athletes and/or celebrities are involved
5. Clear and agreed roles and responsibilities are required between event organisers and venue management staff, and these arrangements need to form part of venue hire agreements
6. Use of experienced event industry personnel and agencies is imperative to deliver large-scale events efficiently, safely and successfully.

11.7 RESIDENT MARKETING

11.7.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

The focus for resident marketing was to build excitement and interest in RWC 2011 and raise awareness of key activity and information associated with the Tournament, the way it would operate in Auckland and how residents could enjoy it.

In delivering resident marketing activity, it was important to:

- ensure that the region and all its sectors had a consistent and appropriate use of the Tournament look and feel, Fanzone look and feel where applicable
- ensure Auckland's RWC 2011 marketing proposition, The World's Here to Play was communicated appropriately to its ratepayers and consistently applied across marketing material.

Note: Colmar Brunton²³ undertook pre, during and post Tournament evaluation of the marketing campaign via a series of focus groups. Results from this research are referenced throughout the report.

²³ Auckland RWC Marketing Campaign Evaluation Qualitative Research, Colmar Brunton, 16 November 2011.

The World's Here to Play

Lead agency: ATEED

Supporting agencies: Auckland Transport, Auckland Council, Regional Facilities Auckland, Waterfront Auckland

Overview

Auckland's RWC marketing proposition was a multi-agency integrated marketing campaign for residents and visitors under the "The World's Here to Play" (WHTP) theme. The WHTP campaign had four key components:

- marketing events and activities e.g. welcome activities, Opening Night, Queens Wharf, Fanzones, Fan Trail – to ensure visitors and residents alike had knowledge of and enjoyed the programme of activity
- keeping residents and visitors informed e.g. mobile website, way finding signage, visitor and residents guides
- dressing Auckland e.g. lamp-post banners, bunting, train wraps, flags and banners
- informing both residents and visitors about getting around through use of transport collateral, getting to the game information and campervan signage.

Highlights

The WHTP campaign was an excellent example of inter-agency collaboration. The "One-Auckland" approach using a unified campaign creative platform and visual system across all activity, resulted in substantial cut-through and this built equity in the campaign in a relatively short timeframe.

Events and activities

Initial research prior to the Tournament found residents moderately positive about the RWC 2011 event, but none had made plans to attend an event or had purchased tickets. This was mainly due to expense. Post event research found that viewing print advertising and other material served to reassure Auckland residents that things were being properly organised, and to trigger interest and build engagement and excitement amongst Aucklanders.

Keeping residents informed

Aucklanders felt very well informed by the marketing activity. Prior to the Tournament there was a lack of knowledge amongst Auckland residents about what was being planned and some doubts about the adequacy of preparations. There was a degree of low-level concern that Aucklanders typically 'leave things to the last minute' and that this may be the case with RWC 2011.

One of the key pieces of collateral developed specifically for residents was the Guide for Aucklanders that was distributed on 26 August. Only some people in the focus groups recalled using the residents guide. Some may not have received it, whilst others felt it may have become lost amongst other unaddressed mailbox material received. The content was appealing and relevant though for some potentially overwhelming, with so much information in one place and all at once.

There was a sense amongst residents that perhaps few Aucklanders would plan a long time ahead, though the message to do so was clear. There were suggestions that it may better to provide key event/transport/what's on information in 'chunks' closer to the time they relate to, as well as previously 'planting the seed' and highlighting all the information available, e.g. through the guide delivered to households, and on the web. Whilst this is a reasonable suggestion, the cost implications of such a marketing approach would have been significant.

From the start there was a general sense that a range of organisations were responsible for organising and making the event a success. There was a theme of 'collaboration' by organisations involved in the event with Auckland Council being recognised specifically as having a role in providing the services it 'normally' provides, including transport in conjunction with MAXX, and for events where ratepayer money was being used.

Dressing Auckland

The dressing of Auckland was a key contributor to the atmosphere in and around the region. The flags, billboards and street signage were noticed and contributed very positively to the atmosphere, supporting a sense that Auckland was a welcoming host city to visitors, and that Auckland residents were 'getting behind' the event.

The regional banner programme is discussed in detail below. Other elements of dressing Auckland were the materials provided to town centres under the Adopt a Second Team programme, which encompassed:

- 28,650 team posters
- 1,500 team balloons
- 6,500 team flag bunting streams
- 43,900 team decals and stickers
- 120 large team flags

While not formally part of the city dressing programme, the flying of national and Tournament flags on vehicles (including police and fire trucks), houses and business premises was a key part of the Tournament atmosphere.

Feedback from research participants was that the presence of flag decorations in shop windows helped give an impression that not only the city but daily workers and the general public were enthusiastic and welcoming of visitors from abroad. Cars sporting flags and lamppost banners also added to the perceived excitement of the city.

Getting them around

Getting around information was targeted at both residents and visitors. Because many international visitors had experience of using public transport to attend major sporting events, much of the getting prepared and leaving early information was particularly targeted at Aucklanders.

Use of public transport increased markedly during the Tournament, something that was facilitated by the marketing undertaken by Auckland Transport, ATEED and other entities as part of the WHTP campaign.

The roll-out of information served to reassure people about the city's preparedness, and provided the foundations for people's individual decision-making and planning around events. Not all research participants recalled seeing campaign communications and there was a feeling that people might have read selectively, taking less or no notice of

information depending on whether they were going or not intending to go to a game, were not into rugby, or felt they had 'seen it before'. Generally, there was a sense that the necessary transport and other information was available and people 'knew what they needed to know'.

Lessons learned

The size of the WHTP programme was unprecedented and the multiple messages and channels meant that a large team was required to support the design, approvals (through IMG) and manage production logistics. It was also clear that work around the marketing campaign should have started significantly earlier – probably a year in advance of the Tournament, to allow sufficient time for marketing planning, selection and set up with advertising and production agencies and then managing the work programme of marketing deliverables.

The late start in the marketing programme (separate from communications and PR related activity), given its scale and complexity, added pressure and potential for error, along with little room for appropriate re-work, when the right creative approach or advertising proposal for some aspect of the programme, was not generated the first time.

Regional banner programme

Lead agency: ATEED

Supporting agencies: Auckland Transport, Auckland Council

Overview

The RWC 2011 banner programme was the largest banner programme ever undertaken in Auckland comprising over 4,400 banner sites from Franklin in the south to Rodney in the north, match venues, key transport routes, Fanzones, team training bases, popular tourist site and town centres across Takapuna, Henderson, Manukau and the central city.

Existing sites were booked for the Tournament period of 1 September to 26 October 2011 and new street banner infrastructure was built in key sites. The Tournament organiser and IMG developed the banner programme across NZ to accommodate the Tournament look and feel and the worldwide partners. The programme included rotation artwork, including Worldwide partner logos, based on the banner dimensions and quantities across the region.

Auckland was given the option to include two Auckland branded banners within every rotation of 20 banners. The artwork for these was The World's Here to Play.

Highlights

Highlights of the regional banner programme were:

- the Auckland brand displayed with every 5th banner displaying a bright and vibrant Auckland 'A' or 'The World's Here To play' message
- hundreds of additional banner brackets were permanently installed in town centres and key thoroughfares for the project, creating a legacy benefit
- hundreds of requests have been received from members of the public who felt that the banners were an emblem of the Tournament, and wanting one as a souvenir.
-

The project had a disposal programme which entailed:

- distribution of one banner each to the Volunteers
- allocation of one banner to RWC 2011 staff and key stakeholders
- allocation of banners to Business Associations and Mainstreets who took part in the Adopt a Second Team Programme and Town Centre Tidy Up (see operations).

Lessons learned

The volume of material that required approval through the official RWC 2011 brand approval site and the timing of this also created timing and capacity problems for both RNZ 2011 and IMG and for the Auckland production team.

The wind in some exposed locations caused banners to repeatedly come unfastened from their brackets. An option for the future is to either remove banners from particularly windy streets or areas or to significantly strengthen the attachment mechanism.

Temporary signage

Lead agency: ATEED

Supporting agencies:

Overview

The temporary signage programme was developed to provide consistent and integrated operational signage to meet the demands of Auckland's RWC 2011 programme. The programme comprised three types of signage:

- **Directional and site specific signs** to provide directional information along agreed pathways from arrival points to primary destinations. Examples: directional signage along the walking route (Fan Trail) from Queen Elizabeth Square to Eden Park.
- **Functional signs** to describe the instructions, rules and guidelines to be followed within certain spaces. Examples: No smoking, accredited entry only: please present photo identification.
- **Identification signs** to clearly identify all rooms and spaces to constituent groups. Examples: Site Manager's Office, waste compound.

The signage included way-finding to Tournament venues, Fanzones, team bases, the Fan Trail, temporary campervan sites, transport hubs and key activity areas. Overall, there were 1,992 signs.

Highlights

Key highlights of the temporary signage programme were the size of it and the reusable elements. This includes an innovative temporary signage design that can be reused at future major events where durable freestanding signage is required. The Auckland Zoo, The Edge and Eden Park have all requested use of these signs for their future event way-finding needs.

Lessons learned

The engineering of the temporary signs, which had not taken into account spring winds, encountered during Tournament time needed to be improved. Wind gusts of up to 100kmph caused damage to some signs in exposed locations.

CBD Installations

Lead agency: ATEED

Supporting agencies:

Overview

Major, highly visual installations on CBD buildings celebrating the cultural diversity and international sporting flavour of the event are a recognised feature of major sporting events. They form part of the overall branding and theming of the city, attract international media attention and leave a positive, lasting impression on regional and international visitors.

Installations for Auckland could have included lighting of the Harbour Bridge, building wraps on prime Auckland city sites and major public art installations.

Highlights

The building wrap on the Tower Building on the corner of Customs St West and Queen St (featuring the WHTP graphics) was the only CBD building installation delivered.

This WHTP building wrap received much attention during the Tournament with a number of photo opportunities capturing it including:

- a flash mob haka took place in front of the Tower Building on the corner of Customs St West and Queen St which was then posted to You Tube
- the TVNZ Breakfast show did live crosses from in front of the Tower Building
- a number of photographic shots were taken of the building wrap and put on a number of websites/internet sites.
- during the televised parade with the 2011 Tournament winners a number of shots focused on the vehicles stopping and driving slowly in front of the Tower building.

The owner of the Tower building, AMP Capital Property Portfolio, provided the use of the building at no cost to ATEED. In return they received an enormous amount of positive feedback during the course of the event and were very happy to be part of what was seen as a once in a lifetime event.

The wrap was entered into a global competition at the Contravision conference in New Orleans where it won Best Building Wrap globally.

KPMG had a building wrap with rugby imagery on their building located at Viaduct Harbour Avenue and Britomart, as the region's main rail station, had a WHTP concourse floor decal and a number of trains and buses were also wrapped in WHTP livery.

Lessons learned

Major events internationally have significant budgets for a number of major CBD installations in order to highlight the city during a major event.

World Wide Partners were approached with concepts using their brand for a number of CBD installations including building wraps, sculptures, interactive zones, but all the concepts and opportunities were declined. A comprehensive CBD installation programme requires greater funding than was available for RWC 2011 in Auckland.

Lighting of the Harbour Bridge did not proceed as the structure of the bridge limited what could be achieved, and a solution could not be reached in time with NZTA that both highlighted the bridge architecture and at the same time did not impact on the safety of motorists. Work continues with NZTA to identify a viable solution.

11.7.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The residents marketing programme contributed to the achievement of Auckland's legacy goals as follows:

Telling the world Auckland's story	<ul style="list-style-type: none">• The World's Here to Play• Regional banner programme• Major CBD installation
Taking pride in our place	<ul style="list-style-type: none">• Aucklanders are engaged, excited and enthusiastic about the Tournament and its benefits to Auckland• The World's Here to Play• Regional banner programme• Tower Building – building wrap
Positioning Auckland as a major events destination	<ul style="list-style-type: none">• Temporary signage infrastructure re-useable for future major events

11.7.3 RECOMMENDATIONS

For future major events consideration should be given to:

1. Continuing with a "One-Auckland" unified marketing approach (across Auckland Council and its CCOs) and an integrated marketing campaign approach across all event activity
2. Including marketing earlier in the process to maximise the contribution to the overall Auckland event experience for both residents and visitors
3. Commencing marketing activity sooner for reasons of effective marketing planning and execution as well as to build earlier awareness of Auckland's preparations
4. Using a single information website and having greater of "drive-to" marketing/advertising to that website

5. Continuing to use banners, bunting and other outdoor dressing (for mega events) to add to the atmosphere and present Auckland in the best possible light
6. Expanding the use of building wraps (for mega events) if budget allows.

11.8 TOURISM AND VISITOR SERVICES

11.8.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

From the outset of Auckland's planning, the role of tourism in increasing awareness of Auckland as a destination, and maximising visitation and length of stay were recognised as important contributors to maximising the economic return from RWC 2011.

Auckland's RWC 2011 tourism and visitor services programme commenced early because of the long lead times associated with off-shore marketing to both travel sellers and consumer audiences in key RWC 2011 markets.

A Destination Marketing and Visitor Services workstream was established in 2006 as part of the regional structure to lead the coordination of destination and visitor activity. The lead agency for service delivery over the period up to November 2010 was Tourism Auckland, Auckland's regional tourism organisation (RTO), which was incorporated into ATEED on 1 November 2011.

Once in Auckland, international and domestic visitors were a key audience of the multi-agency integrated marketing campaign under "The World's Here to Play" (WHTP). Overall the tourism and visitor services programme had six elements as described below.

International marketing

Lead agency: ATEED

Supporting agencies: Government agencies Tourism New Zealand (TNZ), New Zealand Trade and Enterprise (NZTE) and the NZ2011 team in the Ministry for Economic Development (MED).

Overview

Auckland's international marketing encompassed international consumer marketing, travel trade marketing, conventions and export education. A key tool for the promotion of the offshore destination messages in the lead up to the Tournament was Tourism New Zealand's Giant Rugby Ball (GRB), which appeared in France in 2007, Japan in 2008, London in 2009 and Sydney in 2010.

During the Tournament, TNZ made the GRB available for use on Queens Wharf, supported by funding from NZ 2011 REAL New Zealand Festival. ATEED then undertook the day to day operational management of the GRB. ATEED also organised and funded upgraded external projections featuring Auckland destination imagery to promote Auckland to the RWC audience.

Other elements of international consumer marketing were:

- campaigns targeting rugby supporters in the key markets of UK, Ireland and Australia through Facebook and the Google online advertising

- a campaign with TNZ and the South African Rugby Union, targeting Springbok supporters in South Africa, the UK and Australia and designed to drive visitation to Auckland during RWC 2011
- a Qantas RWC 2011 campaign in July and Sept 2011 promoting Auckland to the Australian market and showcasing the diversity of experiences available.

A range of activities focused on the travel trade audience took place including:

- the hosting of key offshore RWC 2011 Official Travel Agents (OTAs) in the lead-up to RWC 2011
- the promotion of RWC 2011 at key trade shows and events in NZ and overseas via sales calls
- regular email communications to OTAs to update them on Tournament and destination information
- the development of a RWC 2011 tool kit for OTAs and inbound travel operators.

The Auckland Convention Bureau, a specialist unit with Tourism Auckland and ATEED, focused on attracting conventions and incentive groups to Auckland prior to the Tournament and during the lead up to and during the Tournament. Its primary role was providing solutions for accommodation requirements, venues, activity options and restaurants.

Study Auckland sought to increase awareness of Auckland as an exceptional destination that offers world class quality education opportunities for international students. It worked closely with the export education industry to ensure export education was well placed to link in with those coming here for RWC 2011 who had an interest in the sector.

Highlights

During Tournament time, the GRB on Queens Wharf was a significant example of cooperation between ATEED, TNZ and NZ2011. The GRB was one of the key attractions on Queens Wharf and 95,709 people visited it during the course of the RWC tournament.

Highlights of the international consumer marketing campaign were:

- a viral game/competition and humorous “webisodes” on Facebook and the Google online advertising campaign generated 2,701 new “likes” for facebook.com/aucklandnz, 4,112 competition entries and 1,511 new e-newsletter subscribers
- the campaign targeting Springbok supporters in South Africa, the UK and Australia generated 14,409 visits to the campaign website (viral game), 4,901 competition entries and 1,705 new e-newsletter subscribers.

Highlights of the travel trade campaign were:

- the hosting of Official Travel Agents (OTAs) in the lead-up to the Tournament e.g. APT/Heineken VIP travel company to scout activity

options for 3,500 Heineken staff during RWC 2011 (Nov 2010), Spanish VIP travel company to scout activity options for their RWC 2011 sponsor, IRB MD to scout venue options for the IRB Board (Dec 2010) and England Rugby Travel to provide itinerary support (Mar 2011)

- promotion of RWC 2011 to travel trade audiences via sales calls and at key trade shows and events in NZ and overseas: Nov 2010 e.g. destination training for Argentinean OTAs and sub-agents (Tower Travel, Play Patagonia, Moon Travel) in Nov 2010, Kiwilink North America, Seattle (travel sellers) in May 2011
- development of an on-line RWC 2011 tool kit for RWC 2011 OTAs and inbound travel operators on tourism's travel trade website.

The activities of the Auckland Convention Bureau in supporting corporate companies, associations, travel management companies, RWC 2011 OTAs, destination management companies, event managers and incentive houses culminated in:

- five convention and incentive opportunities being secured that ran during RWC 2011, for 670 conference attendees, equating to 710 delegate days
- 27 leads referred to suppliers, equating to 3,532 conference attendees.

Lessons learned

Managing visitor and media expectations around accommodation posed particular issues for Auckland however it is recognised that this is a common scenario for major events of the size and scale of a Rugby World Cup.

Key messages conveyed in the media which inadvertently created the perception that Auckland was "full" and "expensive" (e.g. accommodation rates), particularly in and around the pool games prior to the key business end of the Tournament whereas up until the Final phase there was plenty of occupancy and conference space available.

There was minimal budget available for leveraging export education off the back of RWC 2011, which limited the amount of activity undertaken. However, the major export education markets for Auckland are China, Korea, India and Japan, and with the exception of Japan, interest in rugby in these countries is low, therefore limiting leveraging opportunities.

The World's here to Play

Lead agency: ATEED

Supporting agencies: Auckland Transport, Auckland Council, Regional Facilities Auckland, Waterfront Auckland

Colmar Brunton²⁴ undertook pre, during and post Tournament evaluation of the campaign via a series of focus groups. Results from the focus group surveys are referenced throughout this section of the report.

²⁴ Auckland RWC Marketing Campaign Evaluation Qualitative Research, Colmar Brunton, 16 November 2011.

Overview

Auckland's RWC marketing proposition was a multi-agency integrated marketing campaign for residents and visitors under "The World's Here to Play" (WHTP) banner. The overall WHTP campaign had a number of components – as outlined in the resident marketing section.

Specific elements of the marketing activity targeted at visitors were:

- two visitor guides were produced to assist visitors to make the most of their trip to Auckland and entice them to extend their stay and increase their spend within the region:
 - the annual Auckland Visitor Guide, in circulation from 1 October 2010 which incorporated an 11-page RWC 2011 section (and not under the WHTP banner)
 - a stand-alone, detailed Tournament specific visitor guide produced closer to Tournament time under the WHTP banner
- transport collateral including a campervan guide and the A pass integrated transport ticket.

The resident facing elements of the WHTP campaign are discussed further in the programme summary for residents marketing.

Highlights

Activities and events

Marketing played a key role in ensuring visitors and residents alike enjoyed the programme of activity that the region put on for them. Verbatim feedback from visitors mid-Tournament includes overseas visitors being 'impressed' by Auckland's hosting, some making positive comparisons to the atmosphere of the Olympics (Canadians) and Football World Cup (South Africans).

Keeping residents and visitors informed

Visitors and Aucklanders felt very well informed by the marketing activity. At a practical level, research found a broad level of awareness for information relating to traffic, parking, road closures, transport options, and other practicalities associated with game-days. This has been seen at Britomart and on the street, while the RWC website is also noted as a good source of RWC-related information.

Some overseas visitors mentioned the Airport signs as providing them a visible welcome, as did the special customs channel for RWC visitors. Also mentioned were the helpers, 'great' fan trail, free ponchos, and vibrant street decorations.

Feedback on the RWC 2011 Auckland visitor guide from visitor research was that it was a useful resource and appealing, though more maps would be beneficial. It was considered clean, uncluttered, and well presented, but there were requests for more information about different suburbs, alternative aspects of the city, and positioning the calendar of events up-front.

Some requested the Visitor booklet give more guidance on the costs associated with events/activities to help visitors choose/manage activities and avoid disappointment.

The Auckland2011.com website was not mentioned as a primary information source; visitors more typically mentioned having used the RWC website, especially if attending games/getting tickets. Data charges for overseas visitors may have limited them wanting to use mobile internet access.

Overseas visitors also commented they did not watch TV or read the New Zealand Herald in the same way as Aucklanders and even some domestic visitors. Overseas visitors with limited English may have relied on other visitors from their country to “tell us where to go”, and those talked to in the research had not seen foreign-language communications that may have helped them.

Dressing Auckland

The dressing of Auckland was a key contributor to the atmosphere in and around the region. The presence of flag decorations in shop windows helped give an impression that not only the city but daily workers and the general public were enthusiastic and welcoming of visitors from abroad. Cars sporting flags and lamp post banners also add to the perceived excitement of the city.

“As soon as we stepped off the plane we were made aware of the big event” (Canadian tourists).

Key elements of dressing Auckland, such as the regional banner programme and building wraps, are discussed in the evaluation of the residents marketing aspect of the WHTP campaign.

Getting them around

The transport collateral elements aimed specially at visitors (the campervan guide, and the A pass) were well received and A Pass received good take up. Despite match ticket holders receiving free travel on public transport to and from matches, many visitors were among those who used the Fan Trail, which was itself a considerable success.

National and regional tourism stakeholder engagement

Lead agency: ATEED

Supporting agencies:

Overview

Tourism Auckland and subsequently ATEED played a leadership role in the tourism industry by working with:

- key industry stakeholders in Auckland and New Zealand such as air services, the accommodation sector, attractions, and rental travel services through the Destination Marketing and Visitor Services workstream
- RNZ 2011 and the world wide partners as host for the NZ RWC Helpdesk for visitors
- Tourism NZ to ensure consistency and alignment of destination visitor market planning and delivery
- coordination across the Regional Tourism Organisations (RTO) network on campaigns and products, such as the i-SITE Māori Tourism specialist programme.

The visitor industry programme included a visitor ready seminar series in early 2011 to ensure visitor-facing businesses were prepared for RWC 2011 with a focus on business planning that required a long lead time for implementation.

This was followed by a strong visitor industry presence in the Match Ready for Business Programme and on-line resource undertaken in conjunction with the economic and Business and Sector Development programme. This is described in more detail in the programme summary for the economic and business and sector development programme.

Highlights

Tourism Auckland and then ATEED led on international destination marketing, the international media programme and destination management in the lead up to and during RWC 2011 and will continue to manage legacy outcomes post Tournament. Tourism expertise was effectively applied to add value to surety of visitor experience, increase the profile of Māori tourism and to ensure understanding of international visitor expectations in all the major regional and national stakeholders such as TNZ, NZTE and MED.

ATEED held a lead role nationally by co-ordinating workshops on RWC 2011 with the managers of RTOs resulting in national consistency in RWC 2011 offshore destination messages.

Feedback from industry and stakeholders was that the coordination and information activities undertaken by the visitor market workstream were highly valued. This is demonstrated by feedback from Tourism New Zealand and Air New Zealand. Tourism New Zealand:

- "Tourism sector relationships were very well developed by Tourism Auckland and then the Tourism Division of ATEED. You adopted a regional leadership position and we found the regular monthly meetings to be effective providing good information sharing and briefings on various programmes and issues. Both Tourism New Zealand and NZ 2011 regularly attended as did most of the key stakeholder organisations.
- Your advice on issues was timely and well received. A good example was the potential lack of campervan parking facilities. ATEED took the lead in resolving this issue, involved all the key stakeholders, put in place realistic solutions that were well used during the tournament and provided a pragmatic example for other regions to follow.
- The series of industry RWC briefings were very good and the regular newsletters excellent.
- Tourism New Zealand has always had an excellent working relationship with Tourism Auckland and its successor ATEED on the tourism side and this was reflected in the regular cooperation and joint activity we undertook.
- Tourism New Zealand views ATEED as a very important regional partner and we look forward to discussing with you how the tourism and event interest can be further aligned at both the Auckland and national level to reflect the lessons learnt from the RWC 2011 experience."

Jenny Simpson, Tourism Partnership Manager, Air NZ:

iit gave Air New Zealand a good understanding of where potential pressure points were and what was being done to overcome them. I think you did a great job at providing

opportunities for tourism to understand what was happening with RWC. We also really appreciate the updates provided to Air NZ staff and how easy the Auckland team were to work with. Overall, I think Auckland did an excellent job."

i-SITES

Lead agency: ATEED

Supporting agencies:

Overview

Auckland's i-SITE centres played a key role in Auckland's visitor service programme. The 13 permanent i-SITES across Auckland were complemented by a temporary i-SITE on Queens Wharf, a further temporary i-SITE in Aotea Square, and the deployment of the mobile i-SITE at festival sites across Auckland and the temporary campervan sites. i-SITES were RWC 2011 themed and dressed, and were the shop front for visitor services and attractions, including being the consumer front for the REAL NZ Festival product.

ATEED delivered Māori tourism training for i-SITE staff across the country, increasing their knowledge and capability to market and sell Māori tourism experiences in the Auckland region. This programme is discussed further under the Māori and iwi engagement section.

i-SITES also marketed and provided a booking service for the temporary campervan sites established in Auckland for RWC 2011. The temporary sites were listed on Seekom and the i-SITES network and campervan informational guide was available at i-SITES as well as van pick-up points.

The development of the actual temporary campervan sites is covered under the programme evaluation summary for city operations.

Highlights

Feedback from Tourism NZ on the support provided by the i-SITEs was:

- Your i-SITE operation in Auckland ... agreed to staff the stand and we feel the integrated nature of the stand utilising www.newzealand.com and the link to the i-SITE booking capability and direct customer interface practically demonstrated the regional/national level partnership.
- The i-SITE network also provided a consumer front for the REAL New Zealand Festival which was appreciated by NZ 2011.

International media programme

Lead agency: ATEED

Supporting agencies: Tourism NZ, NZTE, MED and NZ2011

Overview

The role of the international media programme was to generate positive and influential international media coverage of "Destination Auckland", particularly in the key rugby visitor markets of Australia and the United Kingdom. Media coverage helps to raise awareness of Auckland and showcases the city and region as a great location for hosting major events.

During the Tournament, services were provided to international media as part of an “NZ Inc” media programme involving Tourism NZ, NZTE, MED and NZ2011, and ATEED. ATEED’s destination media team:

- provided a schedule of group activities which showcased the diverse Auckland region and enabled the media to sample the best of the destination
- ran a media information desk in the Media Lounge in the Cloud on Queens Wharf.

The outcome of the programme was measured through international media monitoring.

Highlights

Overall, media articles, broadcast clippings and social media mentions helped to present Auckland as an engaging, vibrant and sophisticated city and region. A preliminary visitor survey conducted during the Tournament overwhelmingly showed that visitors felt that ‘no matter which team wins, RWC 2011 in Auckland has been a successful event’ – 92 per cent of visitors agreed.

Key highlights of the international media coverage were:

- Over 40 Auckland destination stories featured in the lead-up to RWC 2011 in all key visitor markets including the following influential publications: The Guardian (England), The Daily Telegraph (England), Australian Financial Review, The Sydney Morning Herald, L’Equipe (France), La Repubblica (Italy), Rugby Magazine (Japan). Each of these features showcased the range of options for visitors to Auckland including accommodation, tourism activities and nightlife options. These media results reached an approximate audience of more than 80 million people.
- Countless international broadcast items from the Tournament’s official broadcasters featured stunning destination imagery. Highlights include both Fox Sports and Channel Nine Australia’s RWC 2011 promotional footage, TF1 (France) showcasing Waiheke Island and the French team heli-fishing on Great Barrier. CNN’s Auckland travel feature, Sky Sport UK trailing the England team sailing on the America’s Cup boats and the Welsh team Quad biking in Woodhill Forest; and Super Sport South Africa’s daily RWC 2011 Kia Ora programme all showcased a huge range of leisure activities in Auckland.
- Social Media: players and media tweeted (and posted images online) about their experiences in Auckland. This included the England players’ visit to Spookers, South African bloggers raving about a visit to Waiheke Island and members of the French team talking about the Dolphin and Whale safari.
- During the Tournament Auckland received thousands of positive mentions, both online and in print – from ‘players relaxing in trendy Ponsonby’ through to in-depth articles about the top wineries in Auckland.

Feedback from media reflected their positive experiences in Auckland during RWC 2011 and their willingness to return. A sample from Neil Squires, sports editor at Daily Express:

'The Rugby World Cup was a wonderful event but it was made even more enjoyable by the incredible way, we as journalists, were hosted. We could not have been made to feel more welcome and the way we were treated has set the bar impossibly high for England in 2015. I would have no hesitation in recommending the country as a tourist destination and would love to return on holiday with my family.'

Kevin Bowler, Chief Executive Tourism NZ noted:

"Based on the feedback and coverage I have seen to date I would say that some of our biggest wins were in getting positive messaging ceded into rugby stories. It's our belief that we turned some potentially critical writers into New Zealand advocates and what's more we also got some great NZ Inc stories out there as well.'

David Ferguson, Chief rugby writer for The Scotsman:

"Just a further thanks to you all for the wonderful hospitality you showed us. This has undoubtedly been the best-organised World Cup in terms of hosting media, and I have received a lot of very positive feedback from home that The Scotsman, in particular, has provided a very rounded picture of not only the tournament but also New Zealand in general. That was our intention but the efforts of yourself and your colleagues in Auckland, Wellington and Southland were crucial to that. Many thanks again and good luck in the future."

Lessons learned

In addition to domestic media monitoring, external suppliers were contracted to undertake international media monitoring of print, online and broadcast to be used for analysis at the end of the Tournament. Whilst this service worked well domestically, there were a number of issues in monitoring international coverage including an inability to monitor publications from the UK, a key target market.

The process of monitoring offshore is highly complex and costly, and in several instances there was no real solution. This is an area of activity that would need a more thoroughly developed and tested solution for future equivalent major events.

RWC 2011 participating team activities

Lead agency: ATEED

Supporting agencies: Tourism industry

Overview

ATEED ran programme of tourism activities that showcased the diversity of Auckland for rugby players and management teams on their days off in a similar manner to the international media programme. These formed one of the few opportunities for media to see the players interacting off the field.

Highlights

Arranging tourism activities for rugby players and management teams on their days off presented the biggest opportunity to showcase the diversity of Auckland to large global audiences. The media coverage offshore for these activities, particularly in France and the UK was outstanding. The destination exposure and audience reach for each of the

team activities was significant and is expected to be in excess of 100 million viewers. ATEED is working with TF1, France 2 and Sky Sports UK to quantify accurate audience figures.

Samples of the coverage achieved by the provision of teams with activities:

- The English Team Sailing – images of the England team sailing on the Waitematā Harbour on an ex-America's Cup yacht featured in almost all of the national daily newspapers in the UK (both print and online) and on Sky Sports UK's primetime news on 1 September 2011. Sky Sports UK has a monthly reach of 8.5 million individuals. Domestically TV One News and the NZ Herald also ran pieces on the event.
- The Welsh Team Quadbiking in Woodhill Forest, West Auckland –heavy media interest in the Welsh team leading up to their Quarter Final against France resulted in images of the team quadbiking and on Muriwai Beach featuring in national daily newspapers in the UK, including on the back pages of The Independent and The Evening Standard, with a combined readership of over 2.1 million. The story also featured online in France and on Sky Sports UK's RWC coverage on 12 October 2011.
- The French team's visit to Waiheke Island – pictures of players enjoying archery on Waiheke and positive mentions of them relaxing on the island at Stonyridge Vineyard received coverage in most French national daily papers and across news and rugby websites online. TF1 (French official broadcaster) also included footage in their team documentary and The Crowd Goes Wild (NZ) conducted player interviews. TF1 was the official broadcaster for France and is the leading general interest channel with 24.3 per cent of the market share, reaching upwards of 120 million homes.

11.8.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The tourism and visitor services programme contributed to the achievement of Auckland's legacy goals through:

Telling the world Auckland's story	<ul style="list-style-type: none"> • The international trade and consumer marketing campaigns promoted and showcased Destination Auckland • Conventions and incentive activity promoted and showcased Destination Auckland • The World's Here to Play campaign visitor specific marketing (e.g. Visitor guide and A pass) • International media programme profiled and showcased Destination Auckland • i-SITE programme, including the Māori Specialist programme helped deliver the experience and showcased Auckland's attractions and experiences
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11.8.3 RECOMMENDATIONS FOR FUTURE MAJOR EVENTS

For activities focussed on tourism and visitor services for future major events consideration should be given to:

1. The role and management of the Official Accommodation Bank (OAB) given its impact on perceptions of availability and pricing
2. Building on the “One-Auckland” marketing approach (across Auckland Council and its organisations) and unified campaign banner across all event activity
3. Including marketing earlier in the process to maximise the contribution to the overall Auckland event experience for both residents and visitors
4. Information targeted at visitors needs to be in a form that is accessible from outside the Auckland region, including by visitors using mobile phones from their home-country. This would suggest that greater availability of free WiFi connectivity, would be of benefit the visitor experience and improve the awareness and communication programmes with visitors
5. Working with Tourism New Zealand on how the tourism and event interests can be further aligned at both the Auckland and national level to reflect the lessons learnt from the RWC 2011 experience
6. Investigating a permanent or temporary campervan site in the CBD to increase the length of visitor stay by this market.

11.9 MEDIA AND COMMUNICATIONS

11.9.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

A multi-party integrated approach to communications formed part of Auckland’s RWC 2011 planning from 2006. Centralised communications formed one of the key regional programmes adopted and funded by the region in 2007.

Key stakeholders were engaged through a communications workstream that operated from 2006 – mid 2011. The workstream provided a consistent forum for RWC 2011 communications discussions, debates and decision-making.

During the Tournament, the communications group comprised the key Auckland Council Group RWC 2011 organisations (ATEED, Auckland Council, Auckland Transport, Waterfront Auckland and the Mayor’s office as well as NZ2011 and Ports of Auckland Ltd). This group provided a tighter, more flexible and hands on group to ensure co-ordination during the actual event.

Full time RWC 2011 communications staff were brought in from 2009/2010, based initially at Auckland City Council and from November 2010 the team was based in ATEED.

Auckland’s RWC 2011 media and communications programme had three key elements.

Communications and PR

Lead agency: ATEED

Supporting agencies: Auckland Transport, Auckland Council, Office of the Mayor

Overview

Communications and PR encompassed:

- externally focussed activities to engage, excite and enthuse Aucklanders in the Tournament and its benefits, and generate a sense of pride, such as:
 - a dedicated website (auckland2011.com) as the portal to all Auckland's RWC 2011 activity
 - the 24 Ball countdown activity
 - social media programme
 - Auckland champions and First XV programme
- a regional communications structure, procedures and protocols to provide effective coordination and an ongoing legacy for coordinated regional communications.

Highlights

The key outcome sought from the communications and PR campaign was that Aucklanders were engaged, excited and enthusiastic about the Tournament and its benefits to Auckland.

A key legacy target was enhancing Aucklanders' sense of pride. Preliminary research results demonstrate that the majority of Aucklanders feel a strong sense of pride in the way RWC 2011 was organised and delivered. Over and above their engagement, preliminary surveys of Auckland residents have revealed that 86 per cent are proud of the way Auckland has hosted visitors for RWC 2011, while 89 per cent agree that RWC 2011 has generated a greater sense of community spirit in Auckland.

Auckland2011.com

The dedicated Auckland RWC 2011 website, Auckland2011.com, was a successful model for a major events website. Auckland2011.com acted in the lead up to and during the Tournament as the portal for all Auckland's RWC 2011 related information. It was an integral part of "The World's Here to Play" marketing campaign and attracted more than a million page views during the campaign which spanned from July 20 until the end of the Tournament. The top rating content by page views was what's on (51%), home page (16%), Tournament in Auckland (13%) and News (7%).

The establishment of a dedicated event website auckland2011.com, was a critical part of the communications mix. It will be archived for use as a model for major event websites in the future.

With consumers becoming increasingly reliant on mobile digital devices, a mobile version of the auckland2011.com website was created. This site enabled users to plan itineraries, find out when and where events were taking place, and sign up for regular updates. Updates took the form of email or SMS, and gave recipients key information on timing, location and content of events.

iPhone and Android apps were updated to include RWC 2011 content. A Layar application was created which enabled users to view Auckland through their camera's viewfinder, overlaying the view with event and attraction information. This enabled a visitor to step out of his hotel, look around via their mobile and find activities and events to enjoy along with walking or public transport directions on how to get there.

A rudimentary Auckland RWC 2011 social media programme was initiated from September 2009. This was escalated in 2011 as part of “The World’s Here to Play” campaign and in recognition of the importance of social media during the Tournament. Facebook interactions peaked on 9 September and in the two weeks leading up to that date, as well as on October 24, the day of the RWC 2011 Final. Throughout the Tournament, aucklandnz and Auckland 2011 Facebook and Twitter channels were very active, which ensured an engaged database that continued dialogue during and after the Tournament.

24 Ball campaign

The 24 ball campaign was launched on the two years to go milestone to mark the countdown to the Tournament opening. Each month a signed limited edition ball was presented by a former or current Auckland All Black to a recipient to highlight a different area of Auckland’s preparations and tell the story of the overall programme. The 24 ball winners went into a draw for two match tickets to the opening match. The campaign received good local media coverage and it was an effective means of profiling the breadth of Auckland’s preparations, particularly in its first twelve months when the Tournament was some time away.

Champions Programme / Mayor’s First XV

The establishment of a champions programme which included former All Blacks and a Mayor’s First XV was designed to enhance Auckland’s communications and PR programme provide the programme with a credible group of non-political and non-council ambassadors or spokespeople.

The Mayor’s First XV was designed to appeal to an audience wider than just rugby. It brought together of a team of diverse, high profile Aucklanders who are passionate about the city and RWC 2011. First XV members played an important role in promoting Auckland’s role in RWC 2011 in the media, in public appearances, in MC roles and amongst their own important and far reaching networks.

Both these initiatives were instrumental in securing more exposure and publicity for Auckland’s RWC 2011 programme and key messages than would have otherwise been achieved. They also allowed engagement with a wide variety of Auckland audiences.

Communication and branding protocols

RWC 2011 provided Auckland with experience in communications protocols and processes associated with a major internationally owned event.

As well as providing the opportunity for delivering Auckland’s brand values, the key benefit expected from this activity beyond RWC 2011 is a de-cluttering of existing brands and campaigns. RWC 2011 created the opportunity to start with a ‘clean sheet’ and create new Auckland campaigns for domestic and international use that strongly deliver on Auckland’s brand values and messages.

The RWC 2011 communications and branding protocols were a constant in the lead up to and during the Tournament. This involved working in partnership with RNZ 2011 and IMG to gain approval for media material and collateral. The establishment of an effective working relationship with RNZ 2011 and IMG over the first three years proved to be invaluable when The World’s Here to Play marketing campaign elements went through the approvals process.

During Tournament time, Auckland developed its own major event communications protocols to support the operation of the Major Event Operation Centre (MEOC), which

will provide a blueprint for future major event communications protocols in the city. With minimal adaptation, the protocols will be able to be used for future major events where MEOC is activated.

Integrated Capacity Communications Plan

A critical part of the communications programme during the Tournament was the development of an integrated capacity communications programme for Fanzones. This programme was initially focused on Queens Wharf but expanded to include the entire CBD and all Fanzones for the RWC 2011 Final.

The programme saw a range of scenarios developed based on the capacity of different areas on match nights. Scripts were developed for each scenario to provide consistent messages through PA announcements on site, spruikers nearby, social media channels, websites and media. This was co-ordinated through the MEOC Media Communications desk and was an important and valuable tool for controlling the movement of people at the busiest times. Experience proved that people receiving regular communication were more likely to tolerate delays and be flexible.

There is clear scope for this type of communications plan to be scaled appropriately and used in future major events.

Lessons learned

Auckland2011.com

The lesson learned from auckland2011.com was the value of having a dedicated website for a major event and using it as the consistent call to action in the associated marketing and communications campaign. In the first two years of its existence auckland2011.com was dogged by other organisations promoting their sites e.g. aucklandnz.com, as the key RWC 2011 sites for Auckland which had the effect of confusing the marketplace, fragmenting the audience for RWC 2011 Auckland information and stalling the growth of auckland2011.com's audience.

The use of a dedicated website and the consistent promotion of it in the marketing campaign should go hand in hand in future events.

Stakeholder communications

Lead agency: ATEED

Supporting agencies: Auckland Transport, Auckland Council

Overview

A consistent look and feel and content was a feature of Auckland's RWC 2011 communications material from very early on in the lead up to the event. Initially this was built around the host city seal and Brand Auckland mark and later reflected The World's Here to Play campaign (see further commentary under Resident Marketing).

Equally important was the establishment of a communications workstream and then a dedicated RWC 2011 communications team, which allowed this team to act as a co-ordination point and ensure that all material produced was tailored to the relevant audience but was also consistent in its content. All communications material was vetted by the communications team to ensure it was consistent, aligned with Auckland's RWC 2011 programme and with national messaging and material.

Consistent PowerPoint presentations, fact sheets, information packs and other stakeholder collateral pieces were developed and updated to ensure all stakeholders were receiving consistent and up to date information not only to keep them informed but to pass on to their networks.

A number of initiatives aimed at general and specific stakeholder audiences were developed and delivered over the four years of preparation.

These included but were not limited to:

- quarterly stakeholder Forums
- PowerPoint presentations
- information packs
- E-Newsletters and E-Alerts
- business opportunities information
- speaker series for business stakeholders
- stakeholder breakfast events
- MPs briefings
- mail outs
- social media.

Stakeholders were also briefed through the programme structure including the Auckland Co-ordination Group, the Communications Workstream, which included representatives of all key stakeholder organisations, and other workstreams and working groups. Auckland political leaders were also kept informed through presentations and through the Mayoral Task Force.

Prior to the Tournament a plan was put in place to hold briefings of chief executives and other leaders from the key tournament time stakeholder organisations before and after each of Auckland's 15 RWC 2011 matches. A senior communications representative from each organisation was also invited.

These briefings commenced as planned, however following Opening Night, the Executive Leaders Group (with additional members) became the RWC 2011 Auckland Management Committee (AMC), a decision making body for planning through the tournament as well as a forum for stakeholder updates and briefings. The AMC fulfilled its communications function with the support of a communications sub-group.

Lessons learned

Stakeholder communications in the lead up to and during the tournament involved multiple communication channels targeting general and specific stakeholder audiences and proved effective. However, there was room for improvement in the overall co-ordination of the stakeholder communications. Unlike the media, online and PR aspects of the communications, no one team member was given the responsibility of stakeholder communications. The opportunity exists for future major events to ensure that a dedicated stakeholder communications role (or part role) is in place and that a detailed stakeholder communications plan is developed and implemented.

Media

Auckland's RWC 2011 media activities can be considered in two parts:

- proactive media engagement activity both prior to and during the Tournament (including countdown features and key media briefings)
- Tournament time media operations and broadcast services and a communications desk in the Major Event Operation Centre.

Lead agency: ATEED

Supporting agencies: Auckland Council, Auckland Transport, Office of the Mayor

Overview

The objective of the media programme was to use media proactively to drive attendance to RWC 2011 related events, deliver critical operational messages to Aucklanders and visitors and tell Auckland's story to visiting media. Proactive media activity was used to disseminate operational messages throughout the Tournament. This included:

- media releases and social media posts
- Town Hall media briefings
- media advisories prior to match weekends advising all media of where and how to get operational information on match days.
- match day "live" updates direct from the media desk at MEOC
- end of match reports following each RWC 2011 match issued direct from the media desk at MEOC.

Evidence (including media monitoring and anecdotal evidence) and general observation suggests that these operational messages were well picked up by media and well understood by the public. In fact all media releases, match day live updates and end of match reports were picked up by media and media attended all 15 post match media briefings during the Tournament.

A Tournament Time Media Operations programme was in place to present Auckland as media friendly and maximise media's ability to "tell Auckland's story" from key RWC 2011 locations. This exceeded expectations in the way it was received and utilised by key media and in the resulting coverage both domestically and internationally.

Communication and media protocols

RWC 2011 provided Auckland with a platform for Auckland to develop its own major event communications protocols to support the operation of the Major Event Operation Centre (MEOC), which will provide a blueprint for future major event communications protocols in the city.

A set of media protocols was developed as part of the overall C3 plan. These protocols were designed to align with the RNZ 2011 tournament time media protocols and were peer reviewed by RNZ 2011 to ensure alignment. All MEOC stakeholders were briefed on the protocols and agreed to abide by the protocols. The protocols were implemented during the tournament and resulted in a co-ordinated media programme and response to any incidents. Generally, all stakeholders demonstrated a clear understanding of the protocols and adhered to them. This means that the match day media processes were implemented without a hitch throughout the Tournament.

With minimal adaptation, the protocols will be able to be used for future major events where MEOC is activated.

Media relations

Media relations was a focus of the lead up to the Tournament and key media were identified and relationships established in the years leading up to the event itself. Pre Tournament research suggested that the public wanted to receive information from TV and daily newspapers above all other media (radio and online). Therefore the prioritised top tier of key media included NZ Herald, TVNZ, TV3 as well as Radio Sport (TRN generally), Radio New Zealand and key news websites.

The value of these relationships was reflected in the tournament time media statistics which saw TVNZ, TV3, Radio New Zealand and The Radio Network (TRN) completely engaged in Auckland's RWC 2011 events. These outlets consistently attended media briefings and were well ahead of any others in terms of the number of staff on the ground and broadcasts from Auckland RWC 2011 events. The RWC 2011 communications team generally maintained daily contact (more on match days) with the NZ Herald, TRN, Radio Live, Radio New Zealand and aucklandnow.co.nz (Fairfax Media) which ensured coverage of all aspects of Auckland's RWC 2011 events.

Key international media were also serviced and working relationships developed during the Tournament with the likes of CNN, BBC and Super Sports (South Africa) who all visited and broadcast on multiple occasions from Queens Wharf and other Auckland venues.

Media monitoring

Auckland's RWC 2011 programme's presence in the media was monitored daily by Media Monitors Ltd. This included internet monitoring along with domestic press and broadcast media. From the week leading up to the Tournament to the end of the Tournament, analysis reports were provided weekly.

During this period 2322 domestic press, broadcast and internet clips relating to Auckland's RWC 2011 programme were identified. Of these 1719 (74%) were positive/neutral while 603 (26%) were unfavourable. This was significantly impacted by the operational issues on Opening Night and the subsequent media coverage in the following week. The percentage of positive/neutral clips for all other weeks in the Tournament period (excluding the week following Opening Night) was 87.2 per cent.

Media Operations / Outside Broadcast

Other than for match venues, the support of media operations for RWC 2011 was unplanned by Tournament organisers. It proved to be a critical part of Auckland's media planning and its importance for future events cannot be understated. It involved the identification of key RWC 2011 related venues requiring media areas and facilitation (Auckland International Airport, Team welcome venues, training venues, Fanzones, Eden Park and North Harbour Stadium public domain areas and Queens Wharf (plus other waterfront and CBD sites).

There were three key initiatives which proved extremely valuable and could be replicated for future events:

- the development of a set RWC 2011 Auckland Filming Guidelines
- the rostering and deployment of specialist media liaison staff at all key events at all venues
- the contracting of a full time Media Operations Manager based at Queens Wharf.

Based on feedback from international and domestic media, this programme boosted Auckland's reputation as a media friendly destination significantly.

The critical media operations venue was Queens Wharf and the broadcast media activity facilitated there included:

- more than 30 visits by TVNZ
- more than 20 visits each by TV3, CNN and Radio Sport
- more than 10 visits by Super Sports (South Africa), German TV ARD and BBC
- up to 10 visits by 34 additional broadcast media outlets from around the world.

Tournament time media plan

An overarching Auckland Tournament Time Media Plan to complement RNZ 2011's Tournament Time Communications Plan was developed and executed. The Auckland Tournament Time Plan identified and addressed all key aspects of media management during the Tournament. These included, international media programme, proactive media activity, reactive media (issues management), media protocols, media operations / outside broadcast and media monitoring. Parts or all of the plan can be used as a blueprint for future major events.

Filming Guidelines for Media

The RWC 2011 Communications Team in partnership with Film Auckland produced a set of RWC 2011 Auckland Filming Guidelines. The guidelines covered key locations including Eden Park public domain, Mt Eden, North Harbour Stadium Public Domain, Queens Wharf and other Auckland destinations such as One Tree Hill and Auckland's Regional Parks. The Guidelines were a useful tool to ensure a consistent understanding by domestic and visiting media and also provided media with key contacts relevant to specific locations.

The guidelines were a valuable addition for Tournament Time and it is recommended that these be replicated/adapted for future major events.

MEOC media desk

RWC 2011 has delivered recognition of MEOC as the city's operational hub for major events. It was an innovation for RWC 2011. The media desk in MEOC and the protocols surrounding it are a useful vehicle for managing key messages to media and the public and for co-ordinating the match day communications/media interface. The importance and value of the MEOC media desk should not be underestimated for future major events.

Lessons learned

The value of identifying key media and establishing relationships in the years leading up to the event was reflected in the extent of engagement in Auckland's RWC 2011 programme by the targeted outlets. This was evident in the number of staff on the ground and broadcasts from Auckland RWC 2011 events, and the strength of these relationships meant that the team was able to work with key media in trying and high pressure situations (for all parties) and maintain the effectiveness and mutual respect of the relationships.

11.9.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The media and communications programme contributed to the achievement of Auckland's legacy goals as outlined below:

Telling the world Auckland's story	<ul style="list-style-type: none">• Unlocking the opportunity with Auckland's brand• International media programme• Tournament time media plan
Taking pride in our place	<ul style="list-style-type: none">• Aucklanders are engaged, excited and enthusiastic about the Tournament and its benefits to Auckland
Positioning Auckland as a major events destination	<ul style="list-style-type: none">• Regional communications structure, procedures and protocols are a blueprint for future major events• Auckland2011.com retained and re-skinned for future events• MEOC communication protocols• Major events filming guidelines

11.9.3 RECOMMENDATIONS FOR FUTURE EVENTS

The key recommendations for future major events from a media and communications perspective are:

1. Establish and use of a dedicated website and ensure consistent promotion of it in the marketing campaign
2. Assign a dedicated stakeholder communications role (or part role) and develop and implement a detailed stakeholder communications plan
3. Identify key media and establish relationships in the years leading up to the event
4. Roster and deploy specialist media liaison staff at all key events at all venues
5. Contracting of a Media Operations Manager to facilitate activity at the key location(s)
6. The Auckland Filming guidelines for media should be replicated/adapted for future major events
7. The use of the MEOC media desk as the coordination point for all event time media activity is strongly recommended for future major events.

11.10 COMMUNITY ENGAGEMENT

11.10.1 PROGRAMME OVERVIEW, HIGHLIGHTS, AND LESSONS LEARNED

A large number of Aucklanders participated in RWC 2011 and engaged with their communities through the Community Engagement programme, many of whom would not have had the opportunity or the impulsion to participate otherwise. The Community

Engagement programme included the three elements of Volunteer programme, schools programme and Adopt a Second Team programme as described below.

Volunteer Programme

Lead Agency: Tournament Volunteers – RNZ 2011, Host Volunteers - ATEED

Supporting Agencies: None

Overview

ATEED supported the delivery of the RNZ 2011 led volunteer programme by delivering the Host Volunteer programme in Auckland. Host Volunteers included all volunteers working outside the stadia e.g. Fanzones, transport hubs and public open spaces, as distinct from the Tournament Volunteers located within the stadia. ATEED's role in delivering the Auckland volunteers programme included:

- interviewing 2,500 prospective volunteers (Tournament and Host) on behalf of RNZ 2011
- organising and providing training to volunteers which included online orientation training, classroom style overview of the programme and venue specific training.
- managing the host volunteer workforce during the 6 week tournament, this included selection, training, scheduling, and on-the-ground management.
- developing and managing three host volunteer workforce centres
- developing and implementing the volunteer reward and recognition programme.

Highlights

Over 2,500 Aucklanders volunteered for RWC 2011 in Auckland and donated over 150,000 hours of their time. Volunteers filled roles such as drivers, catering, spectator services, VIP and media. Over 800 of these were Host Volunteers which included Fanzones, transport hubs and public open spaces.

Comprehensive training was provided for the 2,500 volunteers in Auckland. This included online, online orientation, classroom overall programme and venue specific training and orientation. The training was very well rated by volunteers with 83 per cent of Auckland Host Volunteers indicating that they were very satisfied or satisfied with the training they received.

Through the volunteer programme, a database of 2,500 Auckland volunteers was developed which can be used in the future to recruit volunteers for major events. The database will be especially valuable given that 96 per cent of Auckland Host volunteers indicated that they are likely to volunteer at another major event in Auckland in the future.

A very successful volunteer reward and recognition programme was implemented. This is evidenced by 93 per cent of Auckland Host Volunteers indicating that they were satisfied with how they were rewarded and recognised during the Tournament. The reward and recognition programme included:

- a pre-Tournament function in Shed 10 where volunteers were given an exclusive opportunity to visit the site before it was opened to the public

- a team building programme with weekly competitions and team prizes (examples include photo competitions and interview challenges)
- free public transport
- visits and recognition from a number of dignitaries and public figures including: Mayor Len Brown, Scotland and France teams, Martin Snedden (RNZ 2011 CE), IRB dignitaries, All Black luminaries Michael Jones, Allan Whetton, and Sir John Walker
- an End of Tournament reward function in Shed 10
- free match tickets provided by both ANZ (a Tournament worldwide partner) and ATEED.

An Auckland specific volunteer social networking site (Facebook) was developed with over 1/3 of Auckland volunteers signing up as members. The use of social networking site proved an effective medium for communicating logistics, experiences, and issues between volunteers and ATEED organisers. The social networking page continues to be very popular post the Tournament, providing a space for volunteers to share stories, photos and memories and provides a forum for advertising and promoting future volunteering opportunities.

Host Volunteers provided excellent feedback on the Auckland Volunteer Programme with:

- 93 per cent of Auckland Host Volunteers agreed or strongly agreed that the Auckland Volunteer programme was well organised and managed
- 98 per cent of Auckland Host Volunteers very satisfied or satisfied with their Rugby World Cup 2011 volunteer experience
- 93 per cent of Auckland Host Volunteers very satisfied or satisfied with how they were rewarded and recognised during the Tournament
- 96 per cent of Auckland Host volunteers indicated that they are likely to volunteer at another major event in Auckland in the future
- 83 per cent of Auckland Host Volunteers indicated that they were very satisfied or satisfied with the training they received.

Lessons Learned

A volunteer programme of this the scale requires a significant amount of staff resources to plan and deliver. Volunteers are generally very capable people but significant management is required given the short time available to train them for their role.

Volunteer shifts of 8 hours were too long, especially given that many of the volunteers were aged over 65. Shorter shifts are recommended for future events.

Roles and responsibilities between the Tournament Organisers and the Host City need to be defined in detail at the onset of the programme to avoid confusion/duplication and in to ensure budgets are aligned with the scope.

Schools' Programme

Lead Agency: ATEED

Supporting Agencies: Primary and Secondary Schools in Auckland

Overview

The Auckland Schools Programme for RWC 2011 was delivered by ATEED and involved primary and intermediate schools in the Auckland region. The purpose of the programme was to involve primary and intermediate students in the Tournament by a) participation in an educational programme and b) the Auckland schools ticket programme.

The educational programme included:

- provision of classroom resources including online classroom tools and worksheets for teachers in English, mathematics, Te Reo Māori, health and physical education, and the provision of an Adopt a Second Team Activity Pack for every student
- sport development resources – resources for schools including free Rippa Rugby kit, rugby balls and delivery of a fundamental movement skills programme.
- festival opportunities – free Adopt a Second Team school dressing materials and prize packs
- training and support – delivery of school programme workshops and Rippa rugby training and support.

A number of schools involved with the Schools Programme were randomly selected to nominate students to receive a free ticket to a pool match. This provided many students with a once in a lifetime opportunity to attend a RWC rugby match.

Highlights

Auckland's Schools Programme was extremely popular with primary and intermediate schools with over 95 per cent of Auckland's primary and intermediate schools (145,000 students) participating in the programme. The database of participating schools is available for engagement with schools for future events.

725 primary and intermediate school children from the Auckland Schools Programme were hosted at rugby matches providing many students with a once in a lifetime opportunity to attend a RWC rugby match.

Relationships were created and strengthened with many external organisations in particular the NZ Rugby Football Union, Auckland's three Auckland Provincial Unions, and SPARC.

Lessons Learned

It is important to set clear objectives for schools programme e.g. educational, fun or both. The Auckland RWC 2011 schools programme worked well because the fun activity pack that ATEED provided was complemented by an educational resource developed by RNZ 2011 and the Ministry of Education.

Adopt a Second Team dressing materials and activities worked very well to help engage students with the schools programme.

Adopt A Second Team Programme

Lead Agency: ATEED

Supporting Agencies: Auckland Council, Business Improvement Districts/Mainstreets

Overview

The Adopt a Second Team programme was developed to engage Auckland communities in the Tournament and to create a festival environment in Auckland. Business Improvement Districts and Mainstreets were enlisted as principal partners in the programme who in turn enlisted other community organisations including rugby clubs and individual businesses.

Each community was assigned one of the 19 competing teams as their 'second team' (the All Blacks being their first team). Business Improvement District/Mainstreets, in conjunction with local rugby clubs and schools, dressed their communities with free materials provided as part of the programme and developed and delivered activities, festivals and parades to show their support for their adopted country, New Zealand and the Tournament. Free dressing materials included: flags, posters, bunting, window dressings, balloons, rugby jersey cut outs.

Highlights

Three out of every four of Auckland's Business Improvement Districts Mainstreets (34 in total) participated in the Adopt a Second Team programme. The high uptake of the programme and the enthusiasm of the Business Improvement Districts/Mainstreets made an enormous contribution to the presentation and atmosphere in Auckland during the Tournament.

The success of Auckland's Adopt a Second Team led RNZ 2011 to develop and implement a national programme.

Team dressing materials were distributed to 34 Business Improvement Districts/Mainstreets including:

- 28,650 posters
- 1,500 balloons
- 6,500 team flag bunting streams
- 43,900 decals and stickers
- 120 large team flags.

The Adopt a Second Team programme received large amounts of domestic media coverage with a number of Auckland's communities being highlighted in the national broadcast and newspaper media.

Lessons Learned

Much of the bunting product did not stand up to Auckland's spring weather conditions. ATEED received many complaints in the lead up and during the Tournament regarding the faulty stock and an alternative product had to be sourced and delivered through an alternate supplier. Future purchasing of this stock needs to be checked for durability in New Zealand conditions.

11.10.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The community engagement programme contributed to the achievement of Auckland's legacy goals as follows:

Making the most of Auckland's waterfront	<ul style="list-style-type: none">The volunteers were instrumental in the delivery of Queens Wharf, which attracted over 1,000,000 people to the Waterfront.
Taking pride in our place	<ul style="list-style-type: none">The large amount of Volunteers that served in Auckland and their positive experience as a volunteer - many reported a greater sense of pride in the community.The Community Engagement programme was hugely successful and exceeded most expectations, which allowed for a greater number of Aucklanders being involved in the programme and the Tournament than originally scoped.
Making public transport a habit for Aucklanders	<ul style="list-style-type: none">Free public transport was provided to volunteers, which served to raise awareness of Public Transport in Auckland amongst the 2500 volunteers.
Positioning Auckland as a major events destination	<ul style="list-style-type: none">A large volunteer database was developed which will be utilised to support the delivery of future major events in Auckland.96 per cent of volunteers indicated that they likely to volunteer at another major event in Auckland in the future.A database of schools was developed which can be utilised for future major events.ATEED gained invaluable experience in delivering the community engagement programme

11.10.3 RECOMMENDATIONS

For future major events consideration should be given to the following:

1. Ensuring the provision of appropriate resourcing to manage a volunteer programme of a similar size
2. Roles and responsibilities between the Tournament Organisers and the Host City for the community engagement programmes need to be defined in detail at the onset of the programme to avoid confusion/duplication and to ensure budgets are aligned with the scope. These arrangements should be detailed in the Host contract

3. The relationships with community groups and databases that were developed through Auckland's Community Engagement programme should be leveraged for future events.

11.11 IWI AND MĀORI

11.11.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

Engagement with iwi and Māori in Auckland for RWC 2011 was part of Auckland's programme for several years. In essence it had two focuses: engagement with the iwi of Tāmaki Makaurau, and support for activities and events, including business activity and tourism products and services.

Auckland's programme was informed by and informed the national iwi and Māori engagement programme in RWC 2011 lead by Te Puni Kōkiri (TPK), the Ministry of Māori Development. Significant elements of the activity in Auckland were determined by TPK at a national level, for example the allocation and format of team welcomes. Other elements, such as Waka Māori, were delivered in Auckland by TPK or supported by TPK, for example: the Marae Qualmark accreditation project and funding for RWC 2011 specific iwi and Māori engagement resources.

Iwi and Māori Engagement

Lead Agency: ATEED

Supporting Agencies: Te Puni Kōkiri (TPK)

Overview

Auckland's iwi and Māori Engagement Programme for RWC 2011 used and built on the national engagement strategy developed by TPK for RWC 2011, which had ten key outcomes:

- Te Reo – promoting the Māori language to the world
- marae involvement
- Crown Māori events
- Māori Television Service – as an official Free to Air broadcaster
- volunteer programme – Māori as volunteers and promoting Māori wardens as unique volunteers
- showcase pavilion – Waka Māori
- business engagement
- product placement
- Māori Tourism
- Auckland 2011 – provision of support to Auckland on iwi and Māori Engagement

All of these elements, other than Māori Television Service and Crown Māori events, were given effect to in Auckland are discussed further below. The Auckland programme was conceived at two levels:

- an engagement programme at iwi level, including the establishment of an iwi leadership group to operate in an advisory capacity

- the application of resources to work with iwi and Māori to leverage RWC 2011 and facilitate engagement.

The funding of projects directly was not a part of the programme. Rather the intention was to ensure that iwi and Māori cultural expression and engagement was integrated into Auckland's RWC 2011 planning and provided a positive and defining cultural experience for international and domestic visitors. This resulted in Māori organisations and some iwi being involved with planning and delivery of various RWC 2011 projects in Auckland including the community engagement programme, public and civic events, and tourism projects.

Auckland's iwi and Māori Engagement Programme was led by ATEED through a position co-funded by ATEED and TPK. A Māori Project Officers Steering Group was also formed with representation from Ngāti Whātua and Waikato Tainui, Auckland Council, ATEED, TPK (Tāmaki office) and the Ministry of Pacific Island Affairs (MPIA) with various others in attendance over its duration.

Highlights

Opportunities for engagement were provided to Māori and Iwi through workshops with marae in the Auckland region which provided a platform for ongoing engagement, and through presentations to the Tāmaki Regional Mana Whenua Forum and then the Independent Māori Statutory Board.

A Māori Project Officers group was established, which resulted in significant progress towards ensuring a coordinated approach to projects and support for various outcomes.

There was a strong Māori element in all of Auckland's RWC 2011 programme including airport and team welcomes, the Opening Celebration on the waterfront and Opening Ceremony at Eden Park, Queens Wharf, across the community engagement programme. Māori Wardens provided essential services at a number of Auckland RWC 2011 events and venues including in and around Eden Park, Queens Wharf, Fanzones, and transport hub; and Māori tourism development initiatives such as, Haerenga Waka, i-SITE and Marae Qualmark accreditation projects. These projects are discussed further below.

Despite challenges, there was extensive collaboration between event delivery agencies and iwi throughout the planning process that ensured that Māori culture and history played a central role in Auckland's RWC 2011 public celebration events which profiled nationally and internationally as a core component of New Zealand's identity as a nation.

Lessons Learned

There needs to be early engagement with iwi and Māori on both the establishment of governance structures and the planning and design of mega events.

More effective coordination is needed between agencies involved, including Government agencies. This includes coordination at both national and regional levels. The establishment of an iwi/ Māori liaison manager across agencies can add value.

Projects

Te Reo and Māori dimension in marketing

Lead Agency: ATEED

Supporting Agencies: Te Puni Kōkiri, Te Tohu Taakaro o Aotearoa Charitable Trust

Overview

ATEED worked alongside Te Puni Kōkiri (TPK) to identify opportunities to include Te Reo across the various RWC 2011 projects, in-line with TPK's Māori Language Strategy.

A number of Auckland's RWC 2011 marketing materials and collateral were translated and available in Te Reo including the media programme, Match Ready for Business materials, visitor guides and schools activity packs. The inclusion of Te Reo across projects was prioritised to ensure that a cultural component was visible in all collateral and events with a cultural setting, such as the team airport arrivals and welcomes particularly the two held on marae. This is discussed further under ceremonies below.

ATEED along with Te Puni Kōkiri (TPK) supported the translation of Auckland RWC 2011 school activity packs into Te Reo to enable Kura Kaupapa Māori children to participate in the programme.

The Tamariki Sports day is an annual event that is hosted by Te Tohu Taakaro o Aotearoa Charitable Trust who also delivers the annual Māori Sports Awards. The 2011 Sports day programme was re-aligned to fit with Auckland's RWC 2011 programme and to increase participation in the schools programme.

Highlights

All twenty Kura Kaupapa registered with the Schools Programme and adopted a second team.

Ceremonies

Airport and Team Welcomes

Lead Agency: ATEED

Supporting Agencies: Auckland Council, TPK, Te Piringa O Nga Tūpuna Incorporated, Ngāti Whātua, Papakura Marae, Tūhoe

Overview

An important cultural element was provided to eight of the RWC 2011 teams as they landed in Aotearoa and to five teams at their official team welcome and capping ceremony.

Mana whenua played a pivotal role in welcoming the manuhiri (visitors) directly onto their ancestral land, namely Mangere, Auckland. For this reason Te Piringa O Nga Tūpuna Incorporated, a local (to the airport) iwi, provided this welcome, working closely with ATEED in the delivery and tikanga (protocols) of that engagement.

The Māori protocol for team welcome and capping ceremonies was developed by TPK for use across New Zealand. The involvement of iwi acknowledged the kaupapa or purpose of the event.

TPK also engaged Tūhoe to support each of the teams being welcomed.

ATEED and Auckland Council worked with iwi on their participation in the official team welcome and capping ceremony for Australia, Japan and the All Blacks in Aotea Square.

In addition, the Tongan and French teams received their marae based welcome and capping ceremony at Papakura and Orakei marae respectively, as part of a programme to ensure that all participating teams had a marae experience while in New Zealand. Both these marae were absolutely delighted to host such esteemed guests.

RWC 2011 Opening Ceremony

Lead Agency: RNZ 2011 and David Atkins Enterprises

Supporting Agencies: ATEED, TPK

Overview

While for the most part the official opening ceremony at Eden Park was outside the ambit of the Auckland as a host city, the opening ceremony organisers, David Atkins Enterprises, enlisted the support and networks of the ATEED Māori and Iwi programme manager for advice to ensure that iwi representatives were engaged in the event.

The participation of Māori as the face of the nation was one of the highlights of the opening ceremony. A nice cross over was also achieved with the marae Qualmark accreditation programme (discussed below) with the iwi performers from across NZ being hosted at Te Mahurehure in Pt Chevalier during the lead-up to the opening.

RWC 2011 Auckland Opening Celebration

Lead Agency: IMECO

Supporting Agencies: ATEED

Overview

Auckland's Opening Celebration for RWC 2011 on the waterfront included a significant Māori cultural element.

A highlight of the opening celebration was the fantastic arrival of the 20 waka and 600 kaihoe (paddlers) to open the celebration, the mass haka on Te Wero Island, the procession along Quay St through Kapa Haka groups to Queens Wharf, and culminating in the mass haka on Queens Wharf. The Opening Celebration was broadcast nationally and internationally and was a great opportunity to showcase Māori culture to the world.

Māori and Pacific Wardens

Lead Agency: ATEED

Supporting Agencies: NZ Police, TPK, Māori Wardens, Pacific Wardens

Overview

A unique addition to the RWC 2011 volunteer programme was the utilisation of both the Māori and Pacific Island Wardens within the programme. ATEED worked closely with both organisations to ensure that their engagement was appropriate, recognised their unique skills and contribution over many years in this area. NZ Police also worked closely to ensure best use of time and resources available.

Māori and Pacific Island Wardens were included in the volunteer training, food and shelter and reward and recognition programme. The Māori Wardens in particular played an important role at the team welcome events planning and delivery as well as the Waka Māori and other cultural activations.

Waka Māori

Lead Agency: TPK and Ngāti Whātua

Supporting Agencies: ATEED, Waterfront Auckland

Waka Māori was a joint venture project between Te Puni Kōkiri (TPK) and Ngāti Whātua, located on Te Wero Island in the Viaduct Harbour from early October until Finals day (23 October).

Waka Māori was a unique purpose-built 76 metre long temporary public venue with 510 square metres of floor space, in the form of a waka, which showcased the mana (pride) of Māori arts, culture, rugby, entrepreneurial spirit and business as well as extending the essence of Māori manaakitanga (hospitality) to national and international visitors in Auckland during RWC 2011.

ATEED provided an event staff member to TPK for the project on a part time to assist to curate the content for Waka Māori.

Highlights

During RWC 2011, Auckland was seen as a cultural hub with strong Māori offerings.

Waka Māori was a popular attraction on the waterfront providing thousands of national and international visitors an interactive experience of Māori culture, arts and business in an impressive purpose built event and showcase environment.

Māori Tourism Development

The Māori Tourism Development programme was undertaken to enhance Māori tourism product and service development and to promote and market Māori events prior to and during RWC 2011, to showcase New Zealand's rich Māori culture and Auckland as the largest Pacific city in the world. As a result of cultural activities witnessed in Auckland over the Tournament, the international travel trade is now looking to Auckland to provide its own unique regional Māori experiences.

A range of Māori tourist packages were successfully implemented during RWC 2011. A number of businesses were hosted through the "Sailing with the Ancestors" trip, which added value to Te Puni Kōkiri's business club. A mix of traditional and contemporary Māori experiences were provided to England Rugby Travel tour participants at their official Auckland accommodation, and package city tours with cultural performances for VIP guests for World Wide Partners MasterCard and Heineken were delivered.

Specific projects within this programme are outlined below. The majority were primarily delivered in Auckland but elements were also implemented across the rest of New Zealand.

i-SITE Māori Tourism specialist programme

Lead Agency: ATEED

Supporting Agencies: TPK

Overview

ATEED delivered Māori tourism training for i-SITE staff across the country, increasing knowledge and capability to market and sell Māori tourism experiences in the Auckland region. While this project was not specific to RWC 2011, it began in time to leverage the expected RWC 2011 visitor increase to New Zealand's i-SITE centres. ATEED received Government funding for this project.

Highlights

The i-SITE Māori Tourism Specialist Programme was a success with 20 i-SITE Māori tourism specialists in the main regions trained as local experts on selling Māori tourism product. This has resulted in an increase in Māori tourism products profiled in i-SITEs around the country, and increased i-SITE network awareness and capability to sell a wider range of Māori tourism products.

Haerenga Waka

Lead Agency: ATEED

Supporting Agencies: Arawai Trust, Ngāti Paoa

Overview

Haerenga Waka – The Journey of Waka was an activity developed for RWC 2011 in Auckland. It had two elements - Waka Hourua (double canoes) and Waka Taua (war canoes) which together were a spectacular sight on Auckland's Waterfront during the Tournament.

Haerenga Waka highlighted the culture and importance of waka to Aotearoa and provided an alternative to haka & hangi perceptions of Māori tourism. The presence of fully carved Waka Taua on both Queens Wharf and Gateway/Karanga Plaza during the Tournament, provided tourists with a unique opportunity to experience a cultural icon.

The Waka Hourua were to leave Auckland to travel along the coastline, stopping off at Tauranga, Whākatane and Gisborne, before returning to Auckland. Unfortunately, adverse weather affected the proposed touring programme.

ATEED received REAL NZ festival funding for this project. ATEED sub-contracted the Arawai Trust to deliver the Waka Hourua element and Ngāti Paoa to deliver the Waka Taua element.

Highlights

Four Waka Hourua were based on Auckland's waterfront on the weekend of the opening of Waka Māori and there was a continued presence of Waka Taua (war canoes) for the duration of the Tournament. As with Waka Māori, visitors to the waterfront were provided a first-hand experience of waka and an understanding of the importance of waka in Māori culture and for Aotearoa's history.

The Arawai Trust will continue to run commercial sails for the 2011/2012 summer season.

Marae experiences

Lead Agency: TPK

Supporting Agencies: ATEED

The marae experiences project was part of a TPK pilot programme to increase access to marae for visitors and to increase the quality of experience for both mana whenua and visitors during RWC 2011.

TPK provided funding for a number of marae across New Zealand to achieve Qualmark certification in time for the Tournament. The benefit of being Qualmarked was that the marae were able to be profiled on the Tourism NZ (TNZ) RWC 2011 accommodation page.

ATEED assisted TNZ and TPK with promoting marae experiences to media and the travel industry.

Highlights

The first two marae which have achieved Qualmark status are in Auckland: Te Mahurehure (Pt Chevalier) and Te Hana (Kaipara). One week after Te Mahurehure publicised their Qualmark status a travel trade company contracted the marae experience. Qualmarked marae tourism experiences and stays are now available to domestic and international visitors.

11.11.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The Māori and iwi engagement programme, and the Māori tourism development programme contributed to the achievement of Auckland's legacy goals as outlined below.

Making the most of Auckland's waterfront	<ul style="list-style-type: none"> The Māori component of Auckland's Opening Celebration and the Waka Māori attracted visitors and residents to the Waterfront and provided a Māori experience on the Waterfront during RWC 2011. The waka located in Karanga Plaza in the Wynyard Quarter during RWC 2011 was another example of Māori culture being showcased to visitors to the Waterfront.
Telling the world Auckland's story	<ul style="list-style-type: none"> The iwi/Māori component of a number of public events highlighted Auckland's Māori heritage and provided a point of difference for Auckland and New Zealand as a visitor destination. Māori tourism development helped develop and promote indigenous tourism product and services and presented Auckland as a cultural hub i-SITE programme, including the Māori Specialist programme helped deliver the experience and showcased Auckland's attractions and experiences
Taking pride in our place	<ul style="list-style-type: none"> The iwi/Māori programme provided iwi of Tāmaki Makaurau and urban Māori with the opportunity to showcase their history and culture to the national and international visitors during the Tournament
Positioning Auckland as a major events destination	<ul style="list-style-type: none"> The Māori and iwi elements of the public events programme provides Auckland and New Zealand with a point of difference in its attraction of future major events.

11.11.3 RECOMMENDATIONS

For future major events, consideration should be given to the following:

1. Early engagement with mana whenua of Auckland
2. Include provision for a Māori dimension within governance of the project and within project scoping at an early stage
3. The inclusion of a dedicated iwi/Māori relationship resource (for mega events) to facilitate the engagement and project coordination across iwi, Māori organisations and local and Government agencies.

11.12 COMMUNITY FESTIVAL

11.12.1 PROGRAMME OVERVIEW, HIGHLIGHTS AND LESSONS LEARNED

Community Rugby Festival Sites

Overview

Community Rugby Festival Sites were delivered by Auckland Council to allow regional communities to engage with the Tournament. The Rugby Festival Sites, which were designated as non-official rugby world cup sites, were designed to cover a wide geographic area with diverse demographics. Where possible, the Rugby Festival Sites were delivered as ‘bolt on’ events to existing events e.g. additional programming for the East to West Festival in Stanmore Bay. The Rugby Festival Sites were associated with the REAL NZ Festival (delivered by the Government) and therefore received REAL NZ funding.

The Rugby Festival Sites included family entertainment, kids and sports activities, arts and crafts, stalls, food and beverage tents and screening of RWC 2011 matches. Festival Sites were established at:

- Helensville as part of Heritage Day on 8 October - attendance of 155 persons
- Kumeu as part of the Kumeu Wine Country Best of the West Festival on 9 October - attendance of 8,550 persons
- Stanmore Bay as part of the East to West Festival on 23 October - attendance of 8,500 persons
- Pakuranga at Lloyd Elsmore Park on 15 October
- Papakura at Massey Park on 8 October
- Manurewa at TelstraClear Pacific Events Centre from the 9th – 24th October

Highlights

Each site was designed specifically for families and included many free elements such as carnival rides, children’s entertainment, music targeted at families and the live game screening. Feedback received on the day, and post the event, has shown that these events hit the target perfectly and that the families attending really appreciated the thought and planning which had gone into the sites and that so many activities were free.

Working with our community partners was highly successful with community partners often delivering key components of the programme. Working with our partners at the Kumeu Showgrounds and the Stanmore Bay Leisure Centre meant that we were also able to showcase their facilities and offer the community an opportunity to view them in a different light to that in which they would normally observe them.

Lessons Learned

Involving community groups and organizations assists with local buy-in. Sufficient time needs to be built into the planning and delivery processes to allow for this sort of community engagement.

There were a number of issues and learnings to be worked through regarding the use of volunteers. It is recommended that job descriptions are developed to provide role clarity and establish protocols with regard to working hours and expectations.

Community Arts Programme

Overview

The Community Arts Programme, branded as Heart of the Nation (HotN), started as a legacy project by Manukau City Council to encourage community engagement in the RWC in Auckland and evolved to include Papakura and Franklin communities following the establishment of the new Auckland Council.

HotN received REAL NZ Funding which allowed the programme to develop significantly. Five components made up the programme, including:

- **From the Waka to the Pah** - a tourist trail starting at the 'Waka' (the Telstra Clear Pacific Event Centre) and led to the Pah (the Pah Homestead), home of The Wallace Arts Trust.
- **The Biggest Fan** – the biggest fan, Junior, was a five metre marionette (puppet). Junior made a series of public appearances during the months of September/October championing some of the city's major events and local south Auckland events. Junior's performance required ten highly trained puppeteers.
- **Kiwi Kids Just Kidding Around** - a partnership was formed with Auckland Libraries and children were engaged to enter into a competition by developing jokes with a Kiwi style humour.
- **The World's Most Friendly Welcome** - huge installations of The World's Most Friendly Welcome in 20 languages were installed under the flight paths around Auckland International Airport to welcome teams and visitors to Auckland during the RWC2011. A partnership was formed with the Manukau Beautification Charitable Trust to deliver this programme and the words were prepared by local schools. The words were made from different natural and recyclable products, including jandals and flax and were installed in parks, reserves and private land.

- **The Black Sheep and Wacky Flock** - a flock of 22 huge fibreglass sheep were created and decorated by schools, community groups and businesses and placed all over the city to create intrigue both before and throughout the festival. A competition was held for the most creative sheep that had been decorated with categories for both amateurs and professionals to ensure standards and quality work would be high. Whacky sheep were located all over the southern part of the city leading up to and throughout September/October 2011. All 22 sheep flocked together at TelstraClear Pacific Event Centre for the final two weeks of RWC 2011.

A video summarising the Arts Programme can be viewed at:
http://www.youtube.com/watch?v=UglQgX_lknk

Highlights

In excess of 2,500 people help to create HotN community arts. 23 schools were involved in creating the welcome words, 20 groups and organisations were involved with painting the sheep and the majority of Libraries in the areas were involved with the Kiwi Kids programme.

More than 60 organisations and businesses were involved through in-kind sponsorship of the programme. Contestable funding sponsorship funding and In-kind funding made up a total of approximately 60 per cent of the overall project funding.

The Waka to Pah trail provided an opportunity for locals and visitors to experience the distinctive flavour of Auckland's south.

There was considerable local media coverage during the Festival, which resulted in prime time television coverage for Junior on TV ONE news on the eve of the Rugby World cup opening and several stories in suburban newspapers, including stories in the Weekend Herald, Manukau Courier, Papakura Courier, Franklin County News, Howick Times, Pakuranga Times, Botany Times and Eastern Courier.

11.12.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The community festival event programme contributed to the achievement of Auckland's legacy goals as outlined below.

Telling the world Auckland's story	<ul style="list-style-type: none"> • The Worlds Most Friendly Welcome welcomed international visitors to Auckland.
Taking pride in our place	<ul style="list-style-type: none"> • The Community Festival Events gave Aucklanders an opportunity to engage and participate in the Tournament in their own communities and free of charge.

11.12.3 RECOMMENDATIONS

For future major events it is recommended that consideration be given to:

1. Concise targeted marketing plans with localised marketing for local events
2. Events that are relevant and of interest to the local community, and where the community is engaged /has ownership of these where possible.

11.13 BUSINESS AND ECONOMIC DEVELOPMENT

11.13.1 PROGRAMME OVERVIEW

The business and economic development programme was built around two themes and seven linked objectives, and included the following initiatives:

Theme	Objective	Initiatives
Auckland-wide business opportunities	<ol style="list-style-type: none">1. Ensure businesses recognise and realise benefits from RWC 2011 and future major events2. Ensure businesses are well-prepared to make the most of the commercial return from the Tournament3. Improve customer services in the hospitality and services sectors.	<ul style="list-style-type: none">• Business opportunities guide• Match Ready programme for business• <i>Kia Ora Mai</i>, <i>Kiwi Host</i> and <i>EventStar</i> up-skilling programmes• <i>Tenderlink</i> site for RWC 2011 delivery contracts• NZ2011 Business Club and REAL NZ Festival• Auckland 2011.com website
Investment and business connections	<ol style="list-style-type: none">1. Attract new foreign direct investment to Auckland2. Develop long lasting and sustainable business relationships3. Showcase investment and export opportunities in key Auckland sectors4. Highlight Auckland as a great place to live, work and invest	<p>Connecting with international business:</p> <ul style="list-style-type: none">• Commercially important persons (CIP) programme• NZ2011 Business Club• Investment ready capability programme• Off-shore sector activities with partners <p>International business coverage:</p> <ul style="list-style-type: none">• CNBC Managing Asia CEO programme• Sir Richard Branson headlines

		<ul style="list-style-type: none"> • 90 second filming of international CIPs • Visiting media programme <p>Sector and business showcasing activities:</p> <ul style="list-style-type: none"> • Business Club hosting Auckland-wide (51 events) • Marine showcasing • Food Innovation Showcase & Taste • ICT • Screen • Health IT/Clinical trials
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11.13.2 OVERVIEW OF DELIVERY STRUCTURE

The programme was delivered by ATEED in partnership with the relevant organisations for specific projects. Partners included the NZ Trade and Enterprise, NZ2011 (office of MED), Industry Sector Bodies, Auckland Chamber of Commerce, Employers and Manufacturers Association, the NZ Retail Association, the NZ Hospitality Association, Te Puni Kōkiri, NZ Venture Capital Association, Angel Association NZ, University of Auckland Business School, Kiwi Expats Association (KEA), Sister Cities of NZ, NZ Consulates, Committee for Auckland.

11.13.3 PROGRAMME OUTCOMES AND ACHIEVEMENTS

The Auckland-wide opportunities programme provided advice relevant to businesses that could benefit from the surge of visitors in Auckland. The two most significant initiatives were:

- *Match Ready Programme*, for which more than 1200 Auckland visitor-facing businesses signed up. The Match Ready Programme provided practical actions such as staff training, consent and licensing advice and business tips to get prepared for the impacts and opportunities of RWC 2011. In addition, the Match Ready website received 12,758 visits over the 26-week period.
- *Supply Chain Opportunities Initiative*, consisting of the development of a business opportunities guide, and TenderLink. The Tenderlink website provided a way for businesses to procure direct RWC 2011 tenders. Twenty seven Auckland-based businesses were successful tenders and provided a range of RWC 2011-related goods and services from the provision of temporary toilets, big screens or structures to online technology services and marketing support.

The investment and business connections programme made international business connections and showcased investment opportunities in Auckland's key sectors.

Potential outcomes in the pipeline from the business programme include foreign direct investment, a new investment fund, contracts for overseas trade, new offices opening in Auckland, investment and bookings into new sector facilities and Memoranda of Understanding signed.

ATEED NZ2011 Business Club Activity

The development of a Business Club enabled ATEED and the Ministry of Economic Development (through NZ2011) to develop a database of self-selected individuals and businesses ready to engage in a number of business events during the RWC 2011 and beyond. Just over 10,000 businesses registered for NZ 2011 Business Club, 55 per cent of which are domestic businesses. Of these, 52 per cent were Auckland based. A total of 51 Business Club Auckland formal events were held over the RWC 2011 period. At least 8,100 Business Club members attended the 285 casual networking events held in the NZ2011 Business Lounge in The Cloud at Queens Wharf.

Examples of the business club events include the Angel Investment Showcase held at the Icehouse on October 18. The showcase, attended by 150, presented fifteen high-calibre, high-growth NZ companies actively seeking investment. The goal from this event was to see significant investment into these companies. An immediate result of the showcase was \$1.6m invested from the event.

Sector showcases

ATEED's investment showcase programme featured events that showcased Auckland's priority sectors – marine, food and beverage, health technology, screen, creative and ICT – and highlighted Auckland, and New Zealand, as a relevant, innovative business hub. The programme also acted as a catalyst to attract new trade and investment. Examples of showcases are given below.

Marine - The marine sector maximised the opportunity RWC 2011 presented by moving its 13th Auckland International Boat Show from March to September. Attendance numbers were up on previous years (16,204) with 4.5 per cent of attendees from off-shore, including significant media presence. Exhibitors at the four day event reported healthy sales and strong leads. Nearly one third of visitors indicated they were considering buying a new boat within the next year. Superyacht Captains Forum, a first in New Zealand, attracted 140 delegates, 30 speakers from 10 countries, 33 Superyacht Captains and 15 industry sponsors. Importantly there are positive leads to invest in Yard 37, Hobsonville developing marine precinct. Marine berthage and refit activity during RWC 2011 also contributed significantly to the positive business impact.

Food and Beverage - The Food Innovation Showcase, held at the Viaduct Events Centre, featured 49 exhibitors and attracted 6000 visitors – 2500 registrants and 3,000 to 4,000 members of the public - over its three days, many of them international investors interested in New Zealand's food and beverage innovation story from farm gate to plate. Site tours to the Food Bowl, New Zealand's only accredited and confidential open-access food and beverage pre-production facility based in Manukau, have resulted in international media coverage and multiple enquiries to use the facility.

ICT – The showcase provided a collaboration and business development platform for High-Tech and ICT companies. A number of events were hosted around the country between September 8 – October 13 starting with the Canterbury Software Summit and ending with the Schools Robotics World Cup at The Cloud. The Rutherford Innovation Showcase, September 26-28, brought together New Zealand's leading technology companies with stakeholders from Asia, Australia and New Zealand to discuss opportunities to grow their respective organisations. Contracts were extended,

Memoranda of Understanding were signed and some new deals are now completed following this activity.

Bioscience - The showcase held on September 21 outlined the clinical research and trial capability of New Zealand's District Health Boards, Clinicians, Academic Research Institutes and Contract Research Organisations. It was attended by 140 businesses, included seven of the top global pharmaceutical companies, and two of the top global Medical Devices companies. Speakers included the director of NZBIO, Dr Paul Tan, Minister of Science and Innovation, Hon Dr Wayne Mapp, other Members of Parliament and leaders in the clinical innovation and research industry. Deals and funding are forthcoming following this event including new clinical trials deals in the pipeline for Auckland.

Screen – The focus in the screen sector was to leverage the *Commercially Important People* activity to confirm film projects and sector funding, also crossing with other sectors of interest, such as food and wine, tourism, aviation and fashion. Additionally, the Envisage event was an opportunity to showcase new technologies and how they apply to the screen industry. Forty guests attended the event. The activities around this sector during RWC 2011 increased the engagement of potential investors in specific screen projects.

Creative industries – Four showcase events were organised: FINZ Global Sourcing workshop provided practical advice on managing global supply chain to 50 registrants. ATAMIRA Tāmaki Research Summit, DINZ Best Design Awards and Auckland Fashion meets at Curate all provided networking opportunities, and had a strong domestic focus.

Migrant showcase - This was attended by 40 international guests who met with immigration consultants, business sector specialists and housing market experts. The showcase was followed by the ICT job fair the next day in The Cloud.

11.13.4 CONTRIBUTION TO AUCKLAND'S STRATEGIC OBJECTIVES

1. Stage a benchmark event	<ul style="list-style-type: none"> The programmes span across business advice, to industry networking and foreign direct investment. As such, they constitute a very comprehensive package of activities. The business advice and support were widely taken. The events were highly subscribed by high quality visitors and delegates, many of whom had not visited Auckland previously. Within the ATEED programme 43 <i>commercially important people</i> made the trip to New Zealand, including Sir Richard Branson, Michael Bianco – international investor across multiple sectors from American Capital Markets Group, and Kerry Brogan, the most well-known western actress in China. A range of investors, fund managers and CEOs from key organisations and trading countries also visited.
2. Maximise the economic return	<ul style="list-style-type: none"> \$150 million of deals are estimated to be in the pipeline for Auckland, with the first announcement due by March 2012. Further returns from business showcasing and networking across Auckland's priority sectors are expected.

3. Deliver the experience	<ul style="list-style-type: none"> The multitude of sector showcasing and business club events was considered to have been well managed and delivered by attendees. 	
4. Leave the positive legacy	Making the most of Auckland's waterfront	<ul style="list-style-type: none"> Many business leverage events were held in The Cloud on Queens Wharf or in the Viaduct Events Centre in Wynyard Quarter and Vector Arena.
	Telling the world Auckland's story	<ul style="list-style-type: none"> Business events were covered extensively by international media. The CNBC Managing Asia Programme during RWC 2011 reached 76 million homes in Asia Pacific and 330 million globally.
	Taking pride in our place	<ul style="list-style-type: none"> The programmes showcased the best Auckland has to offer, focused on our industries of competitive advantage, and our best talents.
	Positioning Auckland as a major events destination	<ul style="list-style-type: none"> Future industry showcases and networking events are in the pipeline.
5. Maintain the service	<ul style="list-style-type: none"> The Match Ready programme reached Auckland's visitor-facing businesses to ensure minimum disruption of services during RWC 2011. 	

11.13.5 LESSONS AND RECOMMENDATIONS

Lessons Learned

International business people attracted to Auckland for RWC 2011 were genuinely interested in the programme of events showcasing Auckland's business innovation and being hosted by Auckland business people. Match tickets were a sufficient incentive to attract key business people to Auckland.

Commercially Important People organise their international travel well in advance. This requires invitations to be sent months in advance, as well as the help of organisers to deliver comprehensive itineraries for the time of their visit.

The NZ2011 Business Club Auckland arm successfully communicated the business opportunities associated with major events and put business people face to face. A strong working relationship with partners is the key to success.

Sports media cannot be relied upon to provide business stories. The latter must be pursued specifically.

Recommendations

For future major events consideration should be given to the following:

1. Where appropriate the aim should be to combine funds with other stakeholders and leverage sector showcasing and events
2. The business club is an appropriate business leverage mechanism for future major events
3. Targeted international business media should be invited to major events as a guest of Auckland/New Zealand with purpose-built itineraries
4. A clear follow-up strategy with on-shore and off-shore connections and stakeholders is paramount for economic outcomes.

11.14 ENVIRONMENTAL AND SOCIAL PROGRAMMES

11.14.1 PROGRAMME OVERVIEW

Auckland's RWC 2011 Environmental and Social Programme includes the three projects below:

- environmental sustainability
- accessibility
- homelessness

Environmental Sustainability

Lead Agency: ATEED

Supporting Agencies: Auckland Council

Auckland was committed to reducing and minimising, where practicable, the environmental impacts associated with staging RWC 2011 events and activities in the Auckland region. It was also committed to delivering resilient long-term environmental benefits as a legacy to the Auckland region and its people.

The Environmental Sustainability programme for RWC 2011 was led at the national level and driven regionally. While there was a national priorities document for RWC 2011, RNZ 2011 and government were clear that it was non-binding and that each region was free to pursue its own sustainability programme.

This provided flexibility to regions to develop a programme suitable for their needs, but the absence of national requirements and monitoring meant that sustainability was not always core to the identity of RWC 2011, and made the delivery of a comprehensive programme challenging.

The focus of the RWC 2011 Environmental Sustainability programme for Auckland was to reduce the actual and potential environmental impacts caused by the staging of the RWC 2011. In order to achieve this objective, four key areas were targeted as below:

Procurement

Overview

A key element of the Sustainability programme was the use of sustainable procurement practices. The scale of RWC 2011 provided an important opportunity to promote, facilitate and support the adoption of sustainable business practices through the tendering process.

A procurement toolkit was developed which included advice for suppliers on sustainable procurement, as well as a compulsory checklist for suppliers wishing to respond to Auckland RWC 2011 tenders to complete. The checklist comprises a series of sustainability-orientated questions relating to various types of goods and services, which provides information on the sustainability of various proposals, and it clearly demonstrated to suppliers the expectations the council has when making RWC 2011 purchasing decisions.

Highlights

All significant RWC 2011 tenders included the sustainability checklist which was utilised to ensure that company sustainability practices informed the selection process.

Waste and Recycling

Overview

Waste issues were some of the more high profile initiatives addressed through the sustainability programme. Auckland implemented a two-bin system at key RWC 2011 event sites including Auckland Opening Celebration, Fanzones, Festival Sites, Team Welcomes and other public domain locations such as outside of stadiums and the Fan Trail. The recycle component comprises commingled recycling (glass, plastic, cans and paper) with Love NZ branded 240 litre wheelie bins. A consistent Love NZ branded system was also delivered inside match venues.

Auckland Council and the Ministry for the Environment in partnership have installed an extra 100 permanent public place recycle bins in high RWC 2011 visitation areas in Auckland CBD, resulting in legacy infrastructure for the city on an on-going basis. Other key outcomes include consistently applied bin colours for recycling and waste across Auckland. There was also a significant marketing and communications promotional campaign for the Love NZ recycling programme in a very high profile environment.

ATEED and Auckland Council worked closely to ensure that public domain areas impacted by RWC 2011 have adequate waste management systems in place. This includes significantly enhancing the current service levels at high profile and high visitation areas.

Highlights

Approximately 234,000 kilograms of waste was recycled, mostly comprising paper, cans, glass, and cardboard both front and back of house. This represented approximately 42 per cent of all the recycling at RWC 2011 venues nationwide.

Recycling bins were made available in all major RWC 2011 match and public celebration venues and all waste contractors were contractually obliged to maximise recycling. A number of permanent recycling bins were installed around Auckland, leaving a legacy for the city.

Recycling was implemented at venues and locations where there had previously been no recycling programme (including stadia). There are indications that these venues will consider implementing recycling programmes in the future based on the success of recycling during the Tournament.

Transport

Overview

One of Auckland's RWC 2011 legacy goals was to change the perception of public transport and move Auckland's public transport provision to a new level, one that will affect lasting change with resulting environmental, social and economic benefits. See the programme summary for more information on improvements to public transport and other environmental sustainability initiatives including the bike hire scheme.

Highlights

Event transport services, coupled with the Fan Trail, saw the majority of match patrons using an alternative to a private car to travel to the stadiums. This is a significant achievement that lowered the overall potential carbon footprint of the Tournament in Auckland.

Energy

Overview

A key goal for RWC 2011 was to ensure the responsible use of energy during the Tournament and to investigate opportunities to meet energy demand by providing efficient and resilient supplies of energy including renewable energy sources. This was primarily achieved through energy audits of key venues and activity areas and direct engagement to support the implementation of the subsequent recommendations.

Highlights

As a result of energy audits, to date Auckland stadiums have saved 730,159 kWh of energy which equates to five per cent, 13 per cent and nine per cent reductions in energy use at North Harbour Stadium, Mt Smart and Eden Park (respectively).

Biodiesel blend was showcased at the Albany Fanzone as a viable alternative to pure mineral diesel.

Accessibility

Lead Agency: ATEED

Supporting Agencies: Auckland Transport, North Harbour Stadium, Eden Park Trust

Overview

Auckland's RWC 2011 Accessibility Programme was designed to ensure that all visitors and residents of Auckland, including those with disabilities, have full and equal access to all Tournament related activities. The key elements of the programme included:

- an analysis of Auckland's RWC 2011 planning programme and provided recommendations to improve accessibility.
- an Accessibility Plan covering key components of Auckland's RWC 2011 delivery

- performing accessibility audits of key activity areas including stadia, Fanzones, Airports and i-SITES
- an Accessible CBD Map outlining accessible parking, amenities and other key accessible infrastructure such as ATMs and phones
- incorporating accessibility requirements into the broader RWC 2011 testing programmes, e.g. testing an accessibility shuttle at the 6 November 2010, Four Nations Rugby League Test Event
- an audit of key RWC 2011 websites and provided recommendations to the relevant organisations for their implementation
- development of accessible information both in print media and multimedia including a dedicated accessibility website
- a launch event that highlighted the Accessibility Programme and key initiatives which will be a legacy for Auckland post-Tournament.

Highlights

The integration of Auckland's accessibility programme for RWC 2011 with *Be.Accessible Charitable Trust* programme and website worked very well as they are the subject matter experts and are a trusted source for accessibility information.

An Accessible CBD Map outlining accessible parking, amenities and other key accessible infrastructure such as ATMs and phones was developed that will serve as a legacy for events in Auckland.

Mobility parking and shuttles in the Eden Park precinct were a valuable service given the large footprint of the road closures.

There were accessibility audits of Queens Wharf, Eden Park, North Harbour Stadium and the Auckland International Airport and many of the recommendations were implemented.

See the clip below for additional overview of the highlights.

http://www.youtube.com/watch?v=H1RsWsC7aTU&feature=player_embedded

Lessons Learned

Additional staff resources would have allowed a more thorough follow up on the accessibility audits to see which recommendations had been implemented and to understand any factors that prohibited recommendations from being adopted.

The accessibility campaign could have engaged with a few key visitor facing service providers to improve their service to disabled persons during the Tournament.

Homelessness

Lead Agency: ATEED

Supporting Agencies: Auckland Council, City Mission, NZ Police, Lifewise

Overview

Auckland's RWC 2011 homelessness programme was developed to ensure the increased activity and visitation to Auckland associated with the Tournament had minimal or no adverse impacts on the lives of homeless/misplaced individuals. Auckland Council initiatives related to supporting homeless/misplaced individuals were

enhanced in conjunction with Auckland City Mission (ACM), Lifewise and NZ Police, through the support of additional funding. Key initiatives included:

- the provision of additional emergency accommodation at the Night Shelter during the Tournament so that any increase in visitation could be accommodated
- additional outreach shifts by the Auckland City Mission so that practical solutions for homeless were available through emergency assistance and by initiating case work interventions
- additional security from the City Watch patrol to respond to all public space issues and by-law enforcement such as alcohol consumption, rubbish dumping, signage, anti-social behaviour and environmental protection.

Highlights

Feedback from the two social service partners indicated that the Tournament did not have an adverse affect on the current homeless population (see comments below) and that the effects of RWC 2011 on homeless services was negligible.

Very few new rough sleepers were encountered by outreach staff during the Tournament period and only six people were referred to the night shelter for emergency accommodation.

The feedback from the social service partners below supports the evaluation of the success of the programme.

City Mission

"The event was enjoyed by many of those normally sleeping rough in the CBD. Rough sleepers took the opportunity to participate in the events and fun associated with RWC 2011 activity and were able to participate alongside all who visited the city. They quickly identified suitable TV viewing spots and settled in to enjoy the spectacle."

Lifewise

"RWC 2011 had minimal impact on homeless people during this period and there was not a huge increase in the numbers of new rough sleepers, or tourists unable to find appropriate accommodation. The availability of funding enabled those who are currently rough sleeping to access increased services at the Night Shelter."

Lessons Learned

The homelessness programme was effective because it involved the key social service partners and enhanced existing processes and facilities. Future events should look to engage with these partners to ensure minimal impact to the homeless in Auckland.

11.14.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

The environmental and social programmes contributed to the achievement of Auckland's legacy goals in the following way.

Taking pride in our place	<ul style="list-style-type: none"> • Environmental sustainability initiatives (particularly recycling at stadiums) implemented for RWC 2011 in Auckland assist with maintaining NZ's and Auckland's clean and green image. • The accessibility programme improved access to RWC 2011 events for all persons, thereby improving people's sense of involvement in the community.
Positioning Auckland as a major events destination	<ul style="list-style-type: none"> • Environmental sustainability practices developed for RWC 2011 in Auckland provide a legacy for future events. • Accessibility and homeless initiatives provide legacy capital and operational projects to benefit future major events in Auckland

11.14.3 RECOMMENDATIONS

For future major events it is recommended that consideration be given to:

1. The inclusion of a homelessness programme involving the key social service partners with enhanced existing processes and facilities. Future events should look to engage with these partners to ensure minimal impact to the homeless in Auckland
2. *Be. Accessible* as a delivery partner as they are subject matter experts in accessibility and can increase the accessibility of all events
3. A national framework setting out the objectives and targets for sustainability. By having clear buy-in and expectations from the Tournament organisers and the Government, delivery agencies in the regions can able to feed into a consistent programme and have a clear set of requirements to work towards.

11.15 CAPITAL PROGRAMMES

11.15.1 PROGRAMME OVERVIEW

The capital projects developed for RWC 2011 in Auckland can be considered in two tranches: those projects essential for the delivery of RWC 2011 in Auckland; and those projects for which RWC 2011 acted as a catalyst or additional incentive. By virtue of the definition of a capital project having an extended life span, all capex projects undertaken for or in association with RWC 2011 have a legacy benefit beyond 2011.

The focus of the programme is on projects undertaken by Auckland agencies, or by national agencies in Auckland.

CORE CAPITAL PROJECTS

Projects essential for RWC 2011 are considered in two groups - projects at or around Eden Park and projects elsewhere in Auckland.

Eden Park and precinct projects

Eden Park redevelopment

Lead agency: Government

Supporting agencies: Eden Park Trust

Overview

The redevelopment of Eden Park to accommodate 60,000 was the only mandatory venue requirement of New Zealand under the Host Union Agreement with the IRB. The project was initially undertaken by the Eden Park Trust Board and then subsequently by the Government through the Eden Park Redevelopment Board. In 2010, with the redevelopment substantially complete, the Eden Park Trust Act was amended and a new Eden Park Trust organisation formed.

The total redevelopment budget was \$280 million funded by:

\$190 million Government

\$10 million NZRU

\$10 million Auckland Regional Council

\$6 million ASB Trust

\$40 million (approx) underwrite from Auckland City Council

Investment by Auckland public bodies in the redevelopment of Eden Park was limited to a \$10 million capital grant from ARC, and an underwrite by Auckland City Council (now Auckland Council) of the \$40 million funding deficit.

The then Auckland City Council resolved not to fund the redevelopment of Eden Park itself but rather invest in the upgrade of the precinct surrounding the Park.

Kingsland station

Lead agency: Auckland Transport

Overview

Kingsland station is on the western line, 11.8 kilometres from Britomart and less than 100 metres from the northern gates of Eden Park. It was identified as early as 2005 as being the primary public transport gateway to the Park. To prepare the station for capacity crowds at Eden Park during RWC 2011, as well as future proofing the station for larger trains, a number of upgrades were completed including:

- platforms were lengthened to 115 metres for six-car trains allowing up to 1,000 passengers to board one train
- an underpass was installed from Sandringham Road to the northern platform to provide a second access point to the northern platform to speed up passenger movements around the station, and in particular egress eastwards to the CBD from major events at Eden Park
- signalling upgrades were made to allow trains to head out from both tracks in the same direction (trains on both lines head east to Britomart in the CBD during large events at Eden Park).
- additional emergency fire egress was provided, plus additional access points to the southern platform, improved emergency lighting and additional CCTV.

- extended canopies were installed.

Morningside Station

Lead agency: Auckland Regional Transport Authority

Overview

Morningside Station, which is the game-day station for fans travelling from and to the west, was upgraded in 2009 with:

- refurbished and new seats, shelters, signs and lighting
- underpass access
- enhanced CCTV and public-address systems.

Sandringham Road / Walters Road

Lead agency: Auckland City Council

Overview

The Sandringham and Walters Road upgrade project was required to support passenger transport movements and public accessibility to and from events at the redeveloped Eden Park. Realigning Sandringham Road to the south east allowed for the expansion of the adjacent Kingsland railway station platforms to manage larger six carriage trains whilst creating a corridor that works effectively at other times.

The project involved:

- realigning the Sandringham Road to the southeast to enable improvements to Kingsland Station including the lengthening of the platforms
- installing a new pedestrian crossing near the intersection with Walters Road to provide a direct link between the new Kingsland Station underpass and Gate A at Eden Park
- creating a new public space at the Walters Road intersection, featuring an art work by renowned artist Billy Apple
- creating a new southbound bus lane on Sandringham Road
- widening Sandringham Road between Onslow Road and Burnley Terrace and building new footpaths
- putting the overhead electric cables underground and improving street lighting.

No houses were removed but the realignment project required the removal of land frontage on Sandringham Road, as well as the relocation of houses within their current boundaries. The improvements provided safer intersections, open public spaces and facilitated increased movement and management of large crowds during RWC 2011 and future major events at Eden Park.

The project was substantially completed by October 2010.

Wairepo Swamp Walk

Lead agency: Auckland City Council

Overview

Wairepo Swamp Walk is a new lane, created to provide a shortcut to Eden Park between Sandringham and Walters Roads, and to separate people walking to and from Kingsland, Ponsonby and the city through gate D from those heading to Kingsland Station through gate A. This project was critical to removing a significant pedestrian 'pinch point' during the egress phase for large events at Eden Park.

This project involved:

- the removal of two Council owned villas to create new space for the lane between Sandringham Rd and Walters Rd
- installation of Variable LED streetlights that can be brightened during events and dimmed at other times
- laying the surface of the lane comprising a black and white underfoot tiled artwork design created by Billy Apple for the Eden Park area.

Wairepo Swamp Walk is constructed of 200mm thick concrete in a chequered pattern with rain gardens running down the west side and stainless steel style lights running just off centre as part of the art work. The project was completed by October 2010.

Key walking route and streetscape upgrades

Lead agency: Auckland City Council, then Auckland Transport

Overview

Improvements were made to the access points to and into the precinct around Eden Park to ensure the precinct was looking its best to patrons attending matches at Eden Park. A number of improvements to the walking routes and streetscapes were undertaken. This included upgrading the infrastructure for pedestrians including footpaths, lighting, and traffic calming measures along key routes including:

- CBD to Eden Park via Queen Street, Karangahape Road, Great North Road, Bond Street, Wairepo Swamp Walk
- Morningside train station to Eden Park via Rossmay Terrace and Altham Avenue
- Dominion Road to Eden Park via Walters Road and Bellwood Avenue

The project was completed in 2011.

Parking zone signage

Lead agency: Auckland City Council, then Auckland Transport

Overview

A new two-zone parking zone scheme was implemented for events at Eden Park that included permanent flip down signs that activate parking restrictions around the stadium. These parking restrictions minimise unnecessary vehicle traffic close to the stadium resulting in improved traffic flow, parking, and safety.

Prior to RWC 2011 temporary corflute parking signage was erected for each game, which was prone to incorrect installation, vandalism and adverse weather, often leaving areas unenforceable. The new permanent signage avoided these issues and parking controls worked very well during RWC 2011, with significantly less towing required than for prior events at the stadium.

The project was completed by October 2010.

Precinct CCTV

Lead agency: Auckland City Council

Overview

Six cameras were installed around the stadium to manage security, pedestrian safety and traffic operations. The cameras were linked through to Auckland Transport's SCATS centre and the Eden Park control room within the stadium.

The project was completed by October 2010.

Utility under grounding and lighting

Lead agency: Vector

Supporting agencies: Auckland City Council

Overview

The redevelopment of Eden Park and works in the immediate vicinity provided the opportunity to underground power cables in the immediate streets of Walters Road, Cricket Avenue and Reimers Avenue and enabled the installation of a new lighting system. The street lights used the latest LED (light emitting diode) technology from the United States and Germany. It was the first large-scale road lighting installation for LED technology in New Zealand, and a world first for the combination of LED and a remote management system. The lighting levels can be increased to cater for evening events, and then be reduced to normal level once an event has finished.

The project was completed by October 2010.

Precinct electronic signage

Lead agency: Auckland Transport

Overview

A number of permanent variable message signs (VMS) were installed on the arterial approaches to the Eden Park precinct. These boards were used for event and non-event transport messaging during RWC 2011. The signs provide ongoing legacy value to Auckland Transport for traffic and transport messaging for future events and activities in the local area.

The project was completed in August 2011.

Stormwater project

Lead agency: Auckland City Council

Overview

Potential for flooding around the Eden Park and Eden Park number 2 grounds was significantly lessened by the upgrading of stormwater soakage devices in the upper catchment and the lowering of the groundwater level beneath the stadium prior to games to the normal summer level. Once pumping ceases, water levels gradually return to normal levels over the following days and no long term effects are experienced. Additional onsite stormwater disposal devices were installed to manage localised flooding within the park.

The flood protection scheme will cater for a one in ten year rain event. While the potential existed to further reduce the risk of flooding by lowering the aquifer beyond its summer minimum, this had significant risk of creating instability in the catchment around Eden Park and was not pursued.

The project was completed by October 2010.

City Wide projects

The Strand station platform upgrade

Lead agency: Auckland Transport

Overview

The Strand station was identified as the contingency stop should Britomart station become out of action for whatever reason. The Strand was in a rundown condition and required the following work to be done to allow use during the RWC. It will remain a contingency platform if required in the future. Its upgrade involved:

- increasing the height of the station to accommodate present train heights
- installation of walkways onto each platform
- removal of the old canopies
- reinstatement of the track works and signalling.

The project was completed in July 2011.

North Harbour Stadium broadcast tower

Lead agency: Regional Facilities Auckland

Supporting agencies: North Harbour Stadium

Overview

Visits from the International Rugby Board and RNZ 2011 in 2009 identified the temporary nature of broadcast media facilities at Auckland's North Harbour Stadium as being "not of a standard that is expected at a RWC 2011 match venue."

The allocation of a fourth match at North Harbour Stadium resulting from the reallocation of matches from Christchurch provided the opportunity for Regional Facilities Auckland to make a successful business case for an additional \$625,000 for the provision of a permanent broadcast tower at North Harbour Stadium.

Feedback from media and the IRB and RNZ 2011 was that the tower was a major success.

The project was completed by August 2011.

Western Springs Stadium

Lead agency: Auckland City Council

Overview

Along with six other venues, Western Springs Stadium was chosen by RNZ 2011 as a RWC 2011 training venue in December 2009. As a result of its selection, upgrades were required to meet RWC 2011 specifications.

The venue was in a state of disrepair and needed upgrading. The main building had poor ventilation and poor natural light; the field was scheduled for renovation and the field lights needed replacing.

The upgrades undertaken for RWC 2011 were:

- upgrades to the changing room and clubhouse amenities to the standard required for host status as a training facility for RWC 2011
- upgrades to the playing field surface to the standard required for RWC 2011
- upgrades to the luminaries and lighting poles reducing light spill and enhancing safety
- provision of a new watertight roof with natural light and ventilation
- provision of a well functioning storm-water and waste-water disposal system.

The project was substantially completed by October 2010.

Capital grants (Silverdale, Takapuna, Lloyd Elsmore)

Lead agency: North Shore and Manukau city councils

Supporting agencies: ATEED

Overview

Upgrades were also required to the clubrooms as part of the training venue at three of the other training venues at Silverdale, Takapuna, Lloyd Elsmore. These were undertaken by the clubs directly through a capital grant from the local council.

Westhaven campervan site and toilet block

Lead agency: ATEED

Supporting agencies: Waterfront Auckland

Overview

Westhaven Marina was identified as an ideal site for a central city temporary campervan park during RWC 2011.

This required an upgrade of the existing ablution block facility at Westhaven Marina Z Pier as it was in very poor condition. The ablution block is in a high-usage area and is well utilised by marina tenants, casual boaties, walkers and runners along Westhaven Drive. Because of its prime location and anticipated high usage, a larger and better facility was required which was both aesthetically and functionally designed.

The design of the new toilet block meets urban design principles, crime prevention through urban design principles and sustainability principles. This was achieved with the use of recycled materials, the incorporation of glass art and a modern, architecturally designed building. The project also included:

- A temporary waste dump station connected to the existing council owned sewage pipe that runs near the existing toilet block. A dump station is required for the hygienic disposal of campervan grey and black water while the campervan park is in operation. The waste dump station has the ability to be utilised again should Westhaven Marina be used as for campervan parking area for future major events.
- A storage rack for dragon boats was installed adjacent to the new toilet block. The rack reduces the amount of space required to store the boats and improves access from the temporary campervan park to the ablution block.
- A section of the Pier Z car park (the area in which the campervan park was located) has been resurfaced. The repair and resurfacing of this area of the car park has benefits for future users as well as campervans during RWC 2011.

The project was completed in August 2011.

Karangahape Road overbridge

Lead agency: Auckland Transport

Supporting agencies: ATEED

Overview

In preparation for RWC 2011, the existing bus shelters on the Karangahape Road overbridge were replaced by a fresh open-style structure designed by Opus Architecture. The design includes new safety screens and a canopy along the length of the bridge. Additionally, bus shelters were built with new seating areas and improved lighting.

The bus shelter replacement project, which began early in June, was more cost-effective than upgrading the existing shelters because of ongoing maintenance costs. The previous shelters had outlived their shelf life by more than 15 years.

The project was undertaken by Auckland Transport and completed in August 2011. ATEED provided a significant monetary contribution to the project as the bridge was a key component of the RWC 2011 Fan Trail.

Banner Infrastructure

Lead agency: ATEED

Supporting agencies: Auckland Transport, NZ Transport Agency

Overview

To ensure Auckland was presented to the world with a bright and welcoming festive atmosphere, 30 transportable stand-alone banner poles and 75 Viaduct fence banner poles were purchased. The stand-alone banner poles are six metres tall with a swing arm attachment that can host standard 1800mmx600mm street light banners, fixing into a 75kg base. The Viaduct poles are the same specification but are attached to the fence on the Viaduct area as opposed to a fixed base.

The poles were used extensively during RWC 2011 events and will continue as legacy infrastructure for future events.

The project was completed in August 2011.

Interactive Electronic Signage

Lead agency: ATEED

Overview

Three interactive electronic signage units were installed along Queen Street, Auckland Central. The signage provided Tournament wayfinding and city information to users via touch-screens during RWC 2011. The signage will continue as a tourist and wayfinding information hub after the Tournament.

Multiple stakeholders were involved in the project to ensure the units were designed to fit within the urban environment, and were installed in locations that did not impede pedestrian movement.

The project was completed in August 2011.

Countdown Clock

Lead agency: Auckland City Council

Overview

The countdown clock project was designed, produced and installed on 9 September 2010 as part of Auckland's clock to count down to the kick-off of the Tournament. Prior to this Auckland had no means of public countdown in a central location.

Specific objectives were:

- create a unique countdown clock asset that can be used for future major events
- raise the profile of RWC 2011 to ensure Aucklanders are fully engaged in the Tournament.

A local company, iion Limited, was appointed based on a unique proposal to create large-scale digits counting down the days, hours, minutes and seconds to RWC 2011. The design includes a branded RWC 2011 platform that allows members of the public to interact with the large-scale electronic digits.

The project was completed in August 2010.

Major Events Operations Centre

Lead agency: ATEED

Supporting agencies: Auckland Transport

Overview

A Major Events Operations Centre (MEOC) was established in the CBD to provide a centralised facility from which to manage the safety, security and delivery of all event and transport operational services for RWC 2011 and future major events. The MEOC is located on level 4 of the Bledisloe Building in Wellesley Street, conjoint with the permanent transport SCATS (CCTV network monitoring) room.

Key outputs of the project included:

- a functional and scalable plan for the management of event activity
- upgraded technology and equipment for the SCATS room to aid in the ongoing management of event and transport operations
 - new monitors, screens and CCTV feeds
 - increased and more efficient contingency and generator capacities
 - event management software systems, processes and structures
- a legacy facility beyond RWC 2011 for enhanced event bidding for international one-off events and streamlined management of all other major-event delivery requirements.

The project was completed in September 2011 with final post RWC 2011 reconfiguration due for completion in December 2011.

The capital expenditure was supported by an opex budget of \$550,000 for the development and testing of protocol, processes and personnel for the MEOC during RWC 2011 as well as to support the daily operational costs of the MEOC during the Tournament. This is described further in the evaluation of operations and logistics.

Catalyst capital projects

A significant number of projects were undertaken in Auckland which were not core RWC 2011 deliverables in themselves but were accelerated for RWC 2011. Key among these were a number of waterfront redevelopment projects which opened up new areas of the waterfront to Aucklanders. The opportunity to view these formed an important driver of visitation to the waterfront and CBD during the Tournament.

Waterfront redevelopment projects

Wynyard Quarter is a 36-hectare area of reclaimed land that extends from the eastern side of Viaduct Harbour to the western wall facing Westhaven Marina and encompasses the area between Fanshawe Street in the south and the headland of Wynyard point to the north. The area is currently undergoing a 25-year redevelopment and is New Zealand's largest urban renewal project. The stage one transformation which was accelerated for completion prior to RWC 2011 includes:

- Karanga Plaza: the landing point for Wynyard Crossing (see below) in Wynyard Quarter. This large, public plaza features seating, arts and steps down to the water's edge

- Jellicoe St: revitalised as a tree-lined boulevard enabling people to walk or cycle the length of Auckland's Waterfront
- North Wharf: a new entertainment strip featuring restaurants and bars
- Silo Park: a new inner-city park with sea views at Silo Park
- the Viaduct Events Centre (see below).

Wynyard Crossing

Lead agency: Waterfront Auckland

Overview

The Wynyard Crossing is a bridge structure spanning between Te Wero Island and Karanga Plaza. The bridge is a double bascule bridge (drawbridge) that is five metres wide and caters for pedestrians. The bridge has been constructed as an interim solution pending the future long-term rail bridge that will be constructed if the tramway extends from Karanga Plaza to Te Wero and the Eastern Viaduct.

Viaduct Event Centre

Lead agency: Waterfront Auckland

Supporting agency: Regional Facilities Auckland

Overview

The Viaduct Events Centre is a stand-alone, multi-purpose events centre built on the Halsey Street extension wharf on the site of the former Oracle America's Cup base. The 6,000 square metre facility has the capacity to host up to 3,600 guests for exhibition, conference and hospitality configurations.

The Viaduct Events Centre works comprised:

- construction of the 6,000 square metre events building
- double height multipurpose exhibition space
- two storey event spaces, meeting rooms, administration area and kitchens.

The building is a structural steel framed building featuring a "wave" shaped roof, and has high quality finishes, predominately white structural steel, glazed façade and stainless steel wall cladding. The project has been designed to a high environmental standard

The project was coordinated by Waterfront Auckland and completed by July 2011 when it was handed to Regional Facilities Auckland as the operators of the venue.

Queens Wharf

Previously a customs-controlled area operated by Ports of Auckland, Queens Wharf in the heart of the CBD was jointly purchased by the Government and Auckland Regional Council in 2009. The wharf hosted New Zealand's largest Fanzone and was a focal point for residents and visitors during the Tournament. Queens Wharf will continue as a public open space and proposed cruise ship terminal.

Wharf Structure Upgrades

Lead agency: Auckland Regional Council, then Waterfront Auckland

Overview

Between 2010-2011 the wharf structure was significantly upgraded in preparation for RWC 2011 and its ongoing use as a public open space. Works included:

- under-wharf strengthening and repairs
- clean-up and rectification of surface trip hazards to the wharf deck
- installation of above wharf lighting and surface feature lighting
- installation of street furniture
- reconfigured vehicle and pedestrian entrance to service wharf and ferry terminal
- new power, sewerage, water and communications services under the wharf
- new services enclosure in Quay Street
- the historic red fence on Quay Street was repaired and realigned
- new transport interchange.

The project was completed in August 2011.

Shed 10

Lead agency: Auckland Regional Council, then Waterfront Auckland

Overview

Shed 10 was significantly repaired and refurbished as part of the redevelopment of Queens Wharf. This included:

- a repaired or replacement cargo doors
- a new roof
- repairs and painting to exterior cladding to make the building watertight
- a refurbished interior and services installed.
- a sprinkler system for the ground floor
- new egress stairs
- a large black '10' painted near the southern entrance.

The project was completed in July 2011.

The Cloud

Lead agency: Government

Overview

The installation of the Cloud on Queens Wharf was completed in August 2011 with the installation of 8,500 square metres of fabric covering a 176.8 metre long steel frame. A purpose-built structure to accommodate the festival, Fanzone and showcase event on the wharf during the RWC 2011, the Cloud is made of structural steel, timber, opaque fabric PVC, glass and clear ETFE. The Cloud can accommodate up to 6,000 people.

The project was completed by September 2011. It was first used for the Pacific Island Forum leaders meeting which took place between 5 – 9 September.

CBD streetscape upgrades

Lead agency: Auckland Council

Overview

Auckland CBD's first shared spaces at Elliot St, Lorne St and Fort St were all delivered in time for RWC 2011. The upgrades are part of a 10-year programme to transform a number of streets and open spaces in the CBD into an urban centre that will attract a lively mix of business, residential and cultural activity.

Through the removal of kerbs and the installation of a single level of paving across the full width of the street, shared spaces are slow speed streets where pedestrians have right of way. The works include vegetation, lighting, seating, and high quality stone paving.

Removing the traditional distinction between the footpath and road provides more room for people, outdoor dining and other street activities and events. Within the street, conventional traffic control devices such as signs, barriers, bollards and road markings are kept to a minimum but there is shared space signs at the entrance and exit of the city centre shared spaces. Benefits delivered through these shared spaces include:

- more space for pedestrians to move, sit and relax
- more space for outdoor activities such as dining and events
- increased flexibility in the use of the street environment for a diverse range of street activities
- traffic reduction and calming, whilst still retaining access for traffic
- the creation of attractive destinations for people to visit, spend time in and shop
- the creation of more vibrant street areas that can better support local businesses and attract investment.

The upgrades are largely funded by the CBD targeted rate, were delivered by Auckland Council and completed in 2011.

Devonport Ferry terminal

Lead agency: Auckland Transport

Supporting agencies:

Overview

The interior of the Devonport ferry terminal was refurbished prior to RWC 2011 to enable a better flow inside the terminal and for a more efficient loading and unloading of passengers. Upgrades included:

- repainting throughout the interior and exterior
- the installation of new seating
- extra plantings
- improvements to signage and toilet facilities

- new bike shelters with overhead canopies that look like the sails on boats to recreate the ambience of the harbour.

The second stage involves a number of structural improvements to the terminal and will commence in 2012.

Auckland Wi-Fi network

Lead agency: Auckland Council

Supporting agencies: Localist and Tomizone

Overview

Auckland Council partnered with neighbourhood directory Localist and Wi-Fi operator Tomizone, to provide a free high speed wireless service across the Auckland region. The new free Wi-Fi service is called Auckland Wi-Fi and it is found at most of the popular areas around the city and its fringes.

The new service was free to all users for the duration of RWC 2011 with free access offered for up to three 30 minute sessions a day per Wi-Fi device. Operational locations included:

- Auckland CBD and fringes
- selected mainstreets
- a selection of tourism, entertainment and recreation areas
- selected public transport
- popular transportation hubs
- RWC 2011 training grounds and venues.

11.15.2 CONTRIBUTION TO AUCKLAND'S TIGHT 5 LEGACY GOALS

Both the core and catalyst capital projects undertaken for and by RWC 2011 time contributed to the achievement of Auckland's legacy goals as outlined below.

Making the most of Auckland's waterfront	<ul style="list-style-type: none"> • Wynyard Quarter projects (Gateway/Karanga Plaza, North Wharf and Silo Park) • Queens Wharf – removal of the red fence and provision of permanent public access • The Cloud, Queens Wharf • Shed 10, Queens Wharf • Viaduct Events Centre <p>Collectively, with the GRB, these created a new attraction destination</p> <ul style="list-style-type: none"> • Devonport ferry terminal
Taking pride in our place	<ul style="list-style-type: none"> • Billy Apple art works on the corner of Sandringham and Walters roads and Wairepo Swamp Walk • CBD upgrades – shared spaces in Fort, Elliott

	and Darby streets
Making public transport a habit for Aucklanders	<ul style="list-style-type: none"> • Kingsland, Morningside and the Strand station upgrades •
Positioning Auckland as a major events destination	<ul style="list-style-type: none"> • Eden Park redevelopment, including precinct improvements (Sandringham Road, Wairepo Swamp Walk) • North Harbour Stadium broadcast tower • Countdown Clock • Wi-Fi network

11.16 FEEDBACK FROM EXTERNAL DELIVERY AGENCIES

Feedback was sought from key external delivery agencies. Their responses are provided verbatim as follows:

MATCH VENUES

Eden Park

David Kennedy, Chief Executive:

Eden Park Trust is completing a review of Rugby World Cup from its perspective. A preliminary draft will be ready in about a week, with a version available for external distribution available in a month.

Some preliminary observations:

- External relationships and stakeholder engagement across organisations was very good. This led to a positive outcome because it helped develop clarity of roles and responsibilities and open communication
- Community relations were very good, as a result of communication, engagement with key influencers and delivery to expectations
- The environment both internal and external to Eden Park helped create an “event” for each game, beyond what is normally experienced at Eden Park
- Media relationships and attitude were generally positive as the tournament and events at Eden Park proved successful, but remained challenging (especially print media)
- Earlier clarity of roles/responsibilities between EPT and the venue hirer/tournament organiser could have helped
- A recognition of the physical and operational differences between venues, and planning accordingly would have assisted

North Harbour Stadium

Craig Goodall, Chief Executive:

- RNZ 2011 - extremely positive. Higher than anticipated ticket sales averaging 28,500 for the 4 matches with 29,700 the highest for SA vs Samoa , not a single request for relocation because of viewing or other stadium problems, 10/10 for delivery by the Stadium as fed back to me by the CEO RNZ 2011.
- Media - No problems and the second highest media contingent in NZ after Eden Park. The Media Tower was claimed to be the best in the country by the media.
- Transport - No problems for entrance or exit, great flows and roads clear 55 minutes after the final whistle for each of the 4 games. Great take up on the public transport. Fantastic relationship with ATA.
- Security/Police - No problems at all, minimal evictions and no arrests. The police very happy with the planning and delivery.
- ATEED - Fantastic relationship again, great support and lots of positive legacy going forward.

NZ POLICE

Superintendent Brett England, Auckland City District

Planning and Staffing for Opening of RWC Game and Ceremony 9th September 2011

Planning in the Auckland City District for the RWC started four years ago when the RWC tournament was awarded to New Zealand.

From that time on workstreams with numerous partner agencies were set up and Police were seconded onto those workstreams as required.

By October 2010 the Police in Auckland started to get a reasonable picture of what was required to Police:

1. Eden Park
2. The Fanzone.

Planning for both for Eden Park and the Fanzones were separated as the Policing requirements for both these venues was considered to be quite different.

Negotiations commenced with the Police Board of Management in Auckland around the number of staff required for these two venues.

Eden Park

The planning for Eden Park was in two Phases:

1. Eden Park as a Venue
2. The environs of Eden Park

It had been decided that, at a national level, RWC would be staffed at a ratio of 1/1000 staff to spectators. Other considerations were that Police had agreed they would have a presence at each of the public liquor outlets within the stadium. This meant Auckland was given a dispensation from the 1/1000 ratio due to the number of alcohol sale points.

Planning around the environs of Eden Park also took in consideration the number of liquor outlets in the vicinity of the Park, particularly around Kingsland.

With all transport converging on the venue, planning for road policing around the Park was also factored in.

As a result there were **246 staff** rostered to Police Eden Park and its environs.

Fanzone

In their planning for the Fanzone, Police took into account the whole of the Downtown Area - from the Wynyard Quarter, The Viaduct, Queens Wharf and the Central City Area.

We also planned for staff to Police the Fan Trail and to be on the rail network. There was also a Maritime component to staffing.

Māori , Pacific Island and Asian Wardens who also regularly work alongside Police were rostered to work in the Fanzones along the Fan Trail.

In the week leading up to the opening of the RWC, the Pacific Island Forum (PIF) was being run in Auckland as a separate operation.

When planning for this operation was being done the Assistant Commissioner Auckland allowed an over subscription of staff. This was done with a view to releasing staff from PIF to RWC if required.

On 8 September the Operations Commanders for both operations met and **71 Staff** were released from the PIF to work on the RWC Operation on 9 September.

Staff for the opening night and the opening game were rostered to start work on a rolling start throughout the day, with the highest number of staff at the peak times between 1900 and 0200 hours.

The staffing was as follows.

1000 hours	12 Staff in the Fanzone
1200 Hours	17 Traffic Response Staff in Fanzone
1300 hours	71 Staff in the Fanzone
1500 Hours	52 Staff in Fanzone
1800 Hours	60 Staff Contingency Group
2100 Hours	52 Staff in the Fanzone
1500 Hours	Specialist Sections e.g. Air Support, Maritime Section, Specialist Search Group, 23 Staff
1500 Hours	4 Police Staff and 36 Māori , Pacific, Asian Wardens
1500 Hours	6 Crime Response Staff
0900 Hours	24 Staff in the Major Events Operation Centre (MEOC)

	Total	357 Staff
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All the above staff were rostered on for 10 hours shifts, however most remained on duty until they were stood down and, in most cases, they worked 12 hour shifts.

At the media briefing on 10 September 2011, Police indicated that there were 500 staff deployed around Eden Park and the Fanzones. That number did not include the groups highlighted in blue which accounted for a further 105 staff.

At the completion of the game at Eden Park and once all the venue spectators had cleared from the venue and environs, all Eden Park staff were redirected into the City. There were **246** in this group.

The Total number of Police and associated staff (i.e. Wardens) who worked on the RWC Operation on 9 September 2011 was **603**.

The Staffing remained consistent for the remainder of the Rugby World Cup both in the Fanzone and at the Venues up until the last two weeks.

In the last two weeks of the Operation an extra 120 Sworn Police Staff were seconded into the City to Police the extra Fanzones. These staff came from other Policing Districts throughout New Zealand.

The number of Arrest and Evictions from the Venues and Fanzones across Auckland are as follows.

Venue	Arrests	Evictions
Eden Park	13	112
Mangere Fanzone	5	0
North Fanzone	5	7
North Harbour Stadium	0	7
Queens Wharf	13	198
South Fanzone	1	2

Evictions were predominantly around intoxication, smuggling of alcohol, pitch and issues around ticketing.

UTILITY PROVIDERS

Telecom

Mark Watts, Head of External Media

Introduction

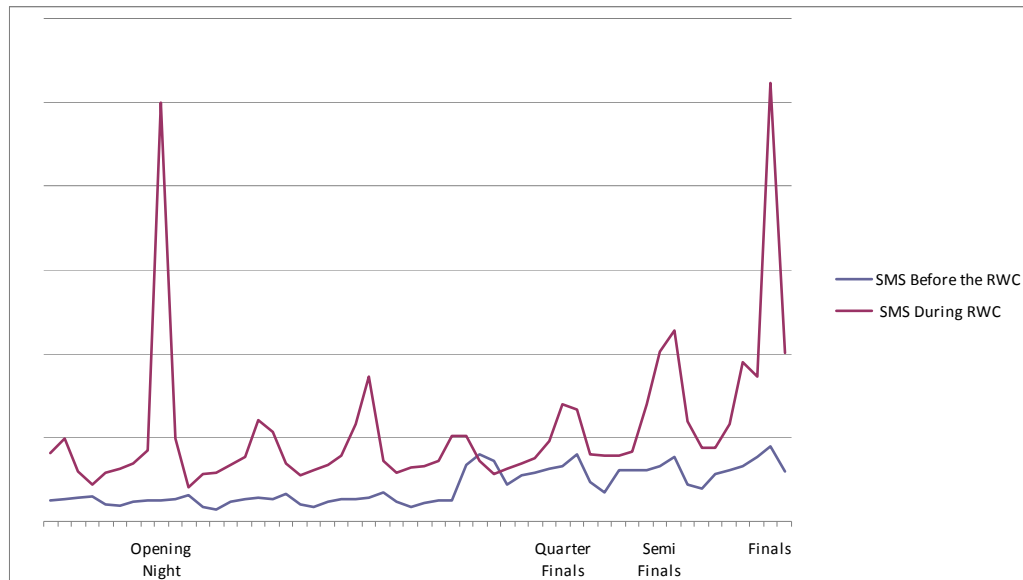
- Telecom's preparations for RWC 2011 began some 18 months before the tournament kicked off. We wanted to make sure that the tens of thousands of fans could enjoy a reliable fixed and mobile telecommunications service, in addition to our 2 million mobile and 1 million fixed line customers.
- Gen-i were also contracted by the tournament organisers, Rugby NZ 2011, to provide the essential Data, Voice, Mobile, Hardware and Software services to stadiums, broadcasters, media and team hotels. This was the first time in the history of the Rugby World Cup, that a non-multinational ICT company had been used to provide ICT services to the tournament.

Telecom's fixed and mobile network preparations for RWC 2011

- Our priority was ensuring our fixed and mobile networks operated reliably despite the massive increases in demand. For the duration of the tournament, we enforced a strict brownout period on all non-essential works on our fixed and mobile networks.
- For our XT mobile network, we invested significantly to ensure it could manage massive increases in demand from customers. Our work was focused on improving coverage in areas throughout New Zealand where we expected to see much higher demand on our network and we worked very closely in our planning with Rugby NZ 2011, local councils, and other infrastructure companies and stadium management.
- We deployed a range of approaches to deliver XT coverage and capacity improvements that were fit-for-purpose for particular sites. For example, at Eden Park we collaborated with Vodafone on a multimillion dollar new build of communications at Eden Park where 255 new antenna and 13 kilometres of cable were installed.
- We also undertook extensive work to review XT coverage and capacity at other areas likely to have increased numbers of people, such as Fanzones, public transport stations and busy arterial routes/airport-to-CBD corridors. In Auckland, XT coverage was increased to deliver service in "the Cloud" on Queens Wharf while capacity was doubled at the two main sites that serve the Auckland waterfront. We also improved our coverage around the Kingsland rail area.
- For the examples above we installed a number of temporary solutions allowing us to bring additional XT coverage and capacity in those areas. These included optimising existing XT mobile sites or installing a temporary site, or COW, at Fanzones, public transport stations and transport routes.
- For the duration of the tournament, our technical operations teams and Alcatel Lucent's National Operating Centre were placed on high alert to XT usage at particular sites and to implement any corrective action that was required.
- We regularly kept in close contact with Rugby NZ 2011 and we also had a representative stationed at the Auckland Major Events Operations Centre (MEOC) which housed the emergency services, local council bodies, civil defence and other core infrastructure and utilities companies throughout the tournament. These close relationships allowed us to respond quickly and effectively to changes to the running of the tournament e.g. we were able to ensure there was sufficient XT coverage and capacity to manage the expansion of the Auckland Waterfront Fanzone during the tournament.

Performance of XT network:

- Throughout New Zealand, the XT network performed exceptionally well despite unprecedented levels of demand on particular sites on game days. The graph below shows spikes in text traffic at the Auckland waterfront during the tournament, compared with the six weeks immediately prior.



- The opening ceremony for example, where more than 200,000 people converged in the CBD and on the waterfront, was one of the busiest periods during the tournament where fans sent more texts in 15 minutes than what we had recorded at our waterfront sites for an entire day previously. At Eden Park during the playoff games, XT voice, text and data traffic volumes were regularly two or three times greater than say with the Bledisloe Cup match in August 2011.
-
- Despite these massive spikes in activity, especially around the opening ceremony and final match, the XT network never got overloaded with congestion during RWC 2011. This meant our XT customers, and international roamers, enjoyed reliable and fast mobile services for the duration of the tournament.

Vodafone

Le Ngo, Account Director, Corporate & Government

- Vodafone implemented a detailed programme of work over the year in preparation for the Rugby World Cup 2011. We upgraded 12 stadiums, majority of the party zones, five key airports, transport areas, and popular tourist destinations such as Coromandel, Ohope, and Queenstown in preparation for the event. The multimillion dollar investment included building new cell sites, upgrades of speed and capacity to existing sites,

and 18 cellsites on wheels (COW) deployments around the country. At Eden Park, in collaboration with Telecom, we undertook a complete new build of communications where 256 new antenna and 13 kilometres of fibre optics and cable had been installed. Vodafone had nine sectors with six carriers, which was by far the biggest concentration of power in NZ, and was able to support hundreds of Mb/s of data and thousands of simultaneous voice calls and Txt messages.

- Over the course of the event, Vodafone carried a large number of voice calls, data and txt messages. During the New Zealand and France final match, Eden park sites alone carried over 530,000 Txt messages. At the final whistle, we saw a massive spike in usage across the Nation with over 2 Million Txt messages sent within minutes. Other increased activity include voice calls, facebook and YouTube hits across the nation as everyone rejoiced the win. We were also able to maximise the roaming opportunity with a capture rate of over 75% of the 80,000 international visitors expected.
- One of the key learnings was around the capacity to support the high concentration of people in Auckland city on the opening night. Through the Opening day celebrations in Auckland CBD we carried 3.7 Million Txt messages through the afternoon, which is over 450% more than normal period in same area. While the Network coped extremely well under extraordinary demand, we experienced some congestion at the peak times when the MEOC reported the crowd was estimated at 200,000 across the CBD and waterfront, which was significantly more than they had anticipated. More coverage and capacity was put in place subsequently at the Viaduct and the Cooks Wharf. Vodafone used innovation with Cellsites on Pallets (COPs) in the wharf area to boost sites, and added a temporary 4th carrier giving a further 25% capacity. The remaining events including the big finals day went extremely well, making this a very successful event for Vodafone.

Vector

Ross Dixon, Operations Manager

The RWC tournament proceeded with no major network issues. Minor issues were generally identified early and managed efficiently, including external communications with key stakeholders such as RNZ 2011, the Auckland Council Major Events Operations Centre (MEOC) and media.

One issue of note was a low voltage cable fault outage which affected 12 (mainly food and beverage) customers in the Kingsland area during the afternoon leading up to the RWC final. Due to the level of traffic in the area, the faults people found it difficult to access the area immediately. Similarly, we had to call on the police to ensure we had an emergency escort when we transported the generators to the customers in a timely manner. The fault was repaired as a priority. The fault drew media interest due to way we resolved the fault (with the police escorting the generators) the timing, the type of customers affected and their proximity to the stadium. It was later established that the fault was caused by significant additional load installed at the affected customers' premises, which overloaded the LV circuit and caused it to fail.

Stakeholder Liaison

Prior to the tournament, Vector directly engaged with over 40 separate organisations (including infrastructure, transport, emergency services, council, stadia, broadcast and telecommunications) across Auckland that were identified as providing critical services that under-pinned the delivery of a successful tournament. Liaison continued through October with those organisations responsible for the various Fanzones to ensure that the arrangements for electricity supply at the Fanzones was reliable and that any key risks were managed appropriately. This included liaison with:

- Auckland Festival Trust, Waterfront Auckland and RCP regarding the developments at the Central Fanzone (Queens Wharf, Captain Cooks Wharf, Marsden Wharf and the Wynyard Quarter)
- Trusts Stadium and ATEED regarding the Western Fanzone (Trust Stadium)
- ATEED regarding the Southern Fanzone (Mangere Arts Centre) and the Northern Fanzone (Albany Lakes)
- TelstraClear Pacific Events Centre regarding the unofficial Polynesian Fanzone (Pacific Events Centre)

Operational Planning

The RWC Management Roster and Day Plans were regularly updated to reflect any personnel changes and any additional operational arrangements or changes that were made in response to wider RWC arrangements and expectations. For all Auckland games we had a number of resources deployed at strategic locations in the field (at Venues and other critical locations), a Vector person located at the Auckland Council Major Events Operations Centre and a number of additional people in the Electricity Operations Centre.

External Communications Coordination

Regular daily updates have been circulated to Vector's RWC Operational Personnel. [Weekly](#) updates are also being provided to the media and other external stakeholders.

RWC Steering Group Stream => RWC Operational Planning Review Group

An Operational Planning Review Group has been established. This group has met regularly to ensure that any changes in the management of RWC activities and high level management structure are clearly understood and that Vector continued to engage with the correct organisations and personnel responsible.

Backup Generation (Network)

The Backup Generator Deployment Plan was developed and implemented. We deployed a number of generators we had reserved during the RWC period as follows:

- 1 x 1250kVA at Queens Wharf
- 1 x 1250kVA at TelstraClear Pacific Events Centre
- 1 x 500kVA at Trusts Stadium
- 2 x 70kVA at Mt Smart Stadium (to cover Warriors fan zone on 02/10/11)

Other generators were also used to provide temporary supply to customers during prolonged faults – as an example generators were installed temporarily to supply

several food and beverage customers during the LV cable fault in Kingsland on finals night.

Post Event Review

An full internal review of the RWC event, our preparation and performance is planned be undertaken to understand and document any key lessons learned. Some high level factors and feedback that have been identified include:

- The coordination of capital and maintenance works to ensure the security and availability of critical parts of the networks was maximised involved a lot of work and commitment from key personnel, but was a critical strategy in establishing a base level of confidence in network performance during the period.
- The operational plan acted as good reference and framework for communicating the operational arrangements and information relevant needed by the range of people directly involved in managing RWC activities during the tournament
- The day plans provided a good mechanism for refining and updating the operational arrangements from day to day as the situation evolved such as additional Fanzones, deployment of resources to address evolving risks.
- Direct liaison with critical customers helped build trust and confidence in Vectors approach. The development of Customer Contingency Plans (25 plans agreed bi-laterally with a range of critical infrastructure organisations across Auckland) will provide ongoing benefits and a positive legacy from RWC.
- The provision of generators was essential to ensure that evolving risks could be effectively mitigated in real time as additional Fanzones (official and unofficial) were activated, for instance.
- Proactive communications with key stakeholders and the general public was critical to building trust and confidence and to ensure relevant intelligence could be collected and responded to in real time.

SECTION E:

OVERALL ASSESSMENT

- 12. **Key findings**
- 13. **Comparison with forecasts and with previous events**
- 14. **Lessons learnt**
 - Further work
 - Auckland as a host of future major events
- 15. **APPENDICES**
 - KPIs framework

This section will be finalised as part of the April report

It is too early to draw full conclusions as to the level of success of the RWC 2011 in Auckland – we need to see the economic impact modelling before we do this and hence, our final report in April will include the economic impact modelling and our overall conclusions.

This said, we are able to provide some key findings to date and to summarise the lessons learned by those involved in the delivery of the specific RWC2011 programmes.

KEY FINDINGS

We provide here a summary of the key findings as expressed in the body of the report.

Data now available indicates that an estimated 133,200 overseas visitors came to New Zealand specifically for the RWC 2011 of which just over 41 per cent were from Australia and the rest from a wide array of countries.

Attendance at matches and other events was also high:

- 633,453 attended matches at Eden Park
- 110,884 attended matches at North Harbour Stadium
- 249,360 visited suburban Fanzones
- 120,000 walked the Fan Trail
- 150,000 attended the Opening Ceremony on the waterfront
- over a million people (1,066,031) visited Queens Wharf during the tournament period.

Participation amongst Auckland residents surveyed was significant:

- 83.6 per cent were interested in the event
- 22.2 per cent attended matches
- 33.8 per cent attended RWC public events in Auckland
- over 2,500 people volunteered in Auckland as part of the official volunteering programme

Surveys indicated that the RWC2011 can be regarded as a very successful event:

Regardless of which team wins/won, RWC 2011 in Auckland has been a successful event	Agree	Disagree
Auckland residents	89.3%	3.3%
Auckland businesses (interim results)	89.6%	3.9%
Domestic visitors	96.2%	0.6%
International visitors	95.4%	0.5%
Visiting media (interim results)	91.8%	2.7%

These surveys also indicate a substantial majority of visitors gained a positive impact of Auckland:

	Domestic visitors	International visitors	Visiting media
Auckland is a great place for an event of this kind	93.4 % Agree 0.6% Disagree	90.9% Agree 2.2% Disagree	87.7% Agree 4.1% Disagree
Quality of service provided overall by	93.3% Good / Very	95.3% Good / Very	90.4% Good / Very

Auckland	Good 0.4% Not so good/Poor	Good 0.6% Not so good/Poor	Good 1.4% Not so good/Poor
Auckland has attractions and things to see and do	93.2% Good/Very Good 0.2% Not so good	90.0% Good / Very Good 2.0% Not so Good/Poor	75.3% Good / Very Good 4.1% Not so Good/Poor
Friendliness of the local people	92.3% Good/Very Good 0.2% Not so good	93.2% Good/Very Good 2.2% Not so good/Poor	93.6% Good/Very Good 4.2% Not so good/Poor
Likely to recommend Auckland to others as a place to visit	88.3 % Likely/Very Likely 1.7% Unlikely/very unlikely	92.0% Likely/Very Likely 2.2% Unlikely/very unlikely	87.7% Likely/Very Likely 2.8% Unlikely/very unlikely

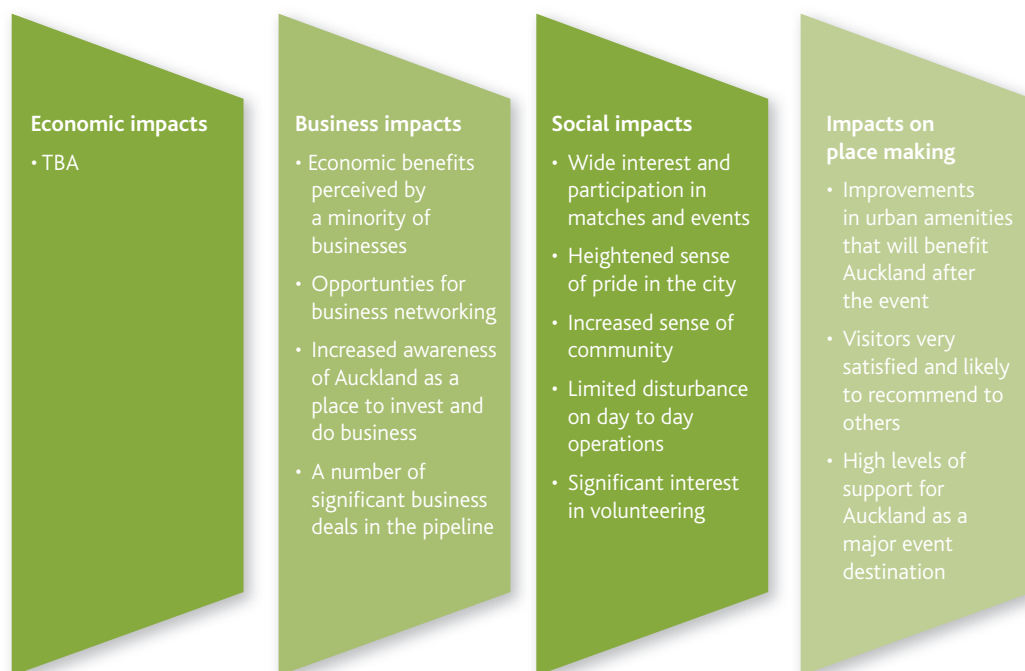
Source: Visitors Survey: International and Domestic, and Visiting Media survey-interim results

Finally they also indicate strong support for bidding for similar events in future:

Auckland should bid to host future large events in the future	Auckland residents	Auckland businesses (interim)
Agree	83.1%	69.7%
Disagree	7.8%	15.6%

Source: Auckland residents survey and Auckland businesses survey-interim results

Figure 13 Impacts of the RWC 2011 in Auckland in a nutshell



The delivery of the event in Auckland can be regarded as successful overall:

- Over 89 per cent of residents, international and domestic visitors and visiting media viewed the RWC 2011 in Auckland as a success
- Despite some operational malfunction during the Opening Night, over 69 per cent of residents, international and domestic visitors and visiting media viewed the events associated with the RWC 2011 in Auckland as well-organised and delivered
- Views were mixed as to whether the public transport had been well-organised during the tournament, presumably as a result of the difficulties of the public transport system to cope with unforeseen demand on Opening Night.

COMPARISON WITH FORECASTS AND WITH PREVIOUS EVENTS

This section will be added as part of the April update

LESSONS LEARNED

The Auckland Council Group conducted self-appraisal of the 15 programmes delivered for the RWC 2011. This self-assessment provides a summary of things that worked well and should be retained for future major events and the things that didn't go so well as key learnings to be applied to future events.

Overall themes that have emerged from the individual programme evaluations include:

CLEAR GOVERNANCE AND DECISION MAKING

The bidding and then planning for RWC 2011 in Auckland began under the previous local government structure of seven local authorities and one regional council. The amalgamation into Auckland Council presented some challenges as people moved into new roles and organisations and new governance structures were formed. Similarly, there was a change of Government administration during the planning phases. It is important to establish strong project governance and management structures that can carry through changes in organisational structure and through electoral cycles.

SINGLE LINES OF ACCOUNTABILITY

Similarly, a lack of clear singular management accountabilities caused operational challenges – including potential confusion - with a number of events. Events need to be co-ordinated by a single person accountable to the relevant governance body – and all those working on that event need to ultimately report through to that single event co-ordinator.

EARLY ROBUST PROJECT SCOPING AND CLEAR PROJECT MANAGEMENT

Robust project scoping at the outset (which enabled Auckland to run its RWC 2011 accountabilities to within 1 per cent variances) and clear project management structure, roles and responsibilities, contracting arrangements, and reporting is also critical to ensuring delivery on time and on budget with events of the magnitude and complexity of RWC 2011. Locking these in early and in a way that they must survive unrelated organisational change is also strongly desirable.

PARTNERSHIPS AND CONSULTATION

Having all the right parties involved at the outset and consulting affected parties on events as soon as possible remain important to ensuring effective delivery on time and in a way that meets all needs. This includes Māori engagement and involving the right iwi/hapū with the right representation as early as possible, and ensuring co-ordinated engagement. This requires clear liaison and co-ordination roles.

CONTINGENCY PLANNING AND CLEAR ESCALATION ARRANGEMENTS

To deliver events as large and complex as RWC 2011 requires having the capacity to deal with the unexpected or unforeseen. Given the difficulties in forecasting likely attendance numbers and potential technical failures, contingency arrangements need to

be in place. This contingency planning needs to be coupled with a clear escalation decision-making process on the day to enable the contingency arrangements to be put into operation if need be. It also needs to be clear when rules are rules and when rules can be guidance and modified as appropriate – such as the provisioning of some facilities such as toilets and bins at sites.

USE OF THE MEOC

The Major Events Operation Centre (MEOC) proved to be invaluable in ensuring operational co-ordination across the multiple agencies involved during events. In the few circumstances where it was not used (e.g. with the Fan Trail), recommendations are to use the MEOC instead.

EARLY ACCESS TO FACILITIES FOR SET UP AND TESTING

Some sites reported significant success in having early access to set up and consult those likely to be affected by the event. This also enables technology to be thoroughly tested before the event(s) commenced and provides better capability to handle situations when crowds turn up earlier than official opening times.

CONSISTENT, SINGULAR BRANDED MARKETING

Singular branded consistent communication branding and materials were very important in marketing RWC 2011 in Auckland and creating the considerable “feel good” factor around it. The buntings were particularly popular although some did not stand up well in particularly windy locations. School material requires clear objectives, but proved extremely popular. Translation of school material into Te Reo was very successful.

MATCH AND EVENT INFORMATION

Various channels were used to communicate match and event information to residents and visitors, with questions as to which would be the most effective. Communicating last minute changes to crowds was a key challenge, which could be alleviated in the future through increased use of electronic boards. The effort required in communications should not be underestimated and radio and the official website were considered useful mediums for providing information.

VISITOR INFORMATION

Visitor information needs to be practicable and in a form which is accessible from outside the Auckland region, including visitors using mobile phones from their home country.

DOMESTIC BUSINESS ENGAGEMENT

The NZ2011 Business Club proved to be a key vehicle for targeting interested businesses. Larger businesses tended to view RWC 2011 more favourably – smaller businesses appeared at greater risk of suffering from the diversionary impacts created by the event. It seems important to emphasise these risks in future (e.g. restaurant and bar takings might drop in non-event areas if people head to event-based facilities).

INTERNATIONAL BUSINESS SECTOR INVOLVEMENT

Key international businesses need to be targeted early with suggestions for their itineraries. This also requires early agreement on business events for marketing to them. International business media should be specifically targeted with invitations and specially developed itineraries. The sporting media will not cover business issues.

VOLUNTEERS

Volunteering proved to be very popular and seems likely to have added to the “feel good” atmosphere created by the event. The training needs of volunteers should not be underestimated and shorter shifts than eight hours are desirable. Future job descriptions should provide better role clarity and set clearer expectations.

TEAM ENGAGEMENT

There were some challenges in communicating with the teams and getting decisions. Team training sessions proved popular but some needed traffic management plans (e.g. Western Springs). The “Adopt a Second Team” programme proved popular and required significant early engagement but needed to better manage expectations that the teams would not actually visit the locality.

ACCOMMODATION

Hotel accommodation (or the perceived lack of) proved to be major issue to manage prior to event. Booking for the Official Accommodation Bank discouraged other conferences during the period of RWC 2011. An evaluation is required of the Official Accommodation Bank.

FURTHER WORK

To be added as part of the April update: Suggestions for longitudinal monitoring

AUCKLAND AS A HOST OF FUTURE MAJOR EVENTS

To be added as part of the April update: Key messages – stakeholders perception

APPENDIX 1: KPIS FRAMEWORK REPORTING

Strategic Objectives and KPIs		KPI Target	RESULTS
1 - Stage a Benchmark Event. RWC 2011 is considered a highly successful R ³			
1.1	Majority of relevant stakeholders rate RWC 2011 in Auckland as a successful event	85% Agree or Strongly Agree	91.8% of visiting media agree or strongly agree 89.3% of Auckland residents, 96.2% of domestic visitors, 95.4% of international visitors, 91.8% of visiting media, and 89.6% of Auckland businesses agree or strongly agree that the RWC 2011 in Auckland was a successful event
1.2	Majority of international media coverage of the overall RWC 2011 is neutral or positive	85% is neutral or positive	99% of international media coverage is either neutral or positive
1.3	Domestic and international visitor numbers to Auckland exceed targets for the event period	40,000 international visitors	133,200 overseas visitors to NZ Auckland only numbers and domestic visitors numbers unavailable
1.4	High attendance at Council delivered RWC 2011 events	500,000 total count	Over a million people visited Queen's Wharf - 120,000 people walked the Fan Trail - An estimated 150,000 people attended the Opening Ceremony in the waterfront area

Strategic Objectives and KPIs		KPI Target	RESULTS
2 - Maximise the Economic Return. RWC 2011 delivers significant economic benefit for Auckland.			
2.1	Significant direct economic expenditure in Auckland results from RWC 2011	624.8	Available in April 2012
2.2	Significant total economic impact in Auckland results from RWC 2011	TBD	Available in April 2012
2.3	Auckland businesses taking part in a RWC 2011 benefit programme report an increase in national and international networking and other opportunities	85% Agree or Strongly Agree	52.2% of participants in the Business Club reported an increase in their business networks internationally and 63.8% an increase in their business networks within New Zealand
2.4	Significant total long-term economic impacts for Auckland result from RWC 2011	TBD	Available in April 2012

Strategic Objectives and KPIs		KPI Target	RESULTS
3 – Deliver the Experience. Auckland is perceived as an efficient, vibrant, and engaging city by visitors and locals.			
3.1	Majority of relevant stakeholders believe Auckland was well presented for RWC 2011	70% Agree or Strongly Agree	94.3% of domestic visitors and 94.8% of international visitors agree or strongly agree that Auckland was well presented for the RWC 2011
3.2	Majority of relevant stakeholders believe that RWC 2011 matches and ancillary events were well organised and delivered	70% Agree or Strongly Agree	94.0% of residents, 80.4% of Auckland businesses, 96.3% of international visitors, 98.5% of domestic visitors and 86.3% of visiting media agree or strongly agree that the matches were well organised, 79.6% of Auckland residents, 66.8% of Auckland businesses, 88.2% of domestic visitors, 89.6% of international visitors, and 69.9% of visiting media agree or strongly agree that the ancillary events were well organised .
3.3	All of Auckland's socio-economic groups were able to participate in RWC 2011 matches and ancillary events	Availability of free events across the region	Achieved
3.4	Majority of relevant stakeholders believe venues and facilities were well equipped with amenities	60% Agree or Strongly Agree	80.1% of Auckland resident, 87.5% of domestic residents, 87.3% of international visitors and 84.9% of visiting media agree or strongly agree that venues hosting Auckland public events were well-equipped with facilities
3.5	Majority of relevant stakeholders were satisfied with traffic and transport systems to and from the matches / events	60% Agree or Strongly Agree	On days where there have been matches or large public events, 48.3% of residents, 53.7% of domestic visitors and 68.7% of international visitors agree or strongly agree that public transport in Auckland was well organised; and 70.8% of residents, 59.4% of domestic visitors and 71.1% of international visitors agree or strongly agree that traffic on Auckland roads was well managed.
3.6	Event attendees felt safe	70% Agree or Strongly Agree	82.8% of residents, 93.4% of domestic visitors, 94.5% of international residents and 84.9% of visiting media reported feeling safe around Auckland during the RWC
3.7	Majority of business participants believe Match Ready for Business helped them prepare for RWC 2011	70% Agree or Strongly Agree	36.1% of survey respondents agree or strongly agree (interim results)
3.8	Eden Park redevelopment is completed on time and on budget	Achieve	Yes
3.9	Delivery of Auckland programme to budget	Achieve	Available in April 2012

Strategic Objectives and KPIs		KPI Target	RESULTS
4 – Leave the Legacy.			
1. Making the most of Auckland's Waterfront. Development of Auckland's Waterfront is catalysed by RWC 2011			
4.1.1	Waterfront Auckland RWC catalysed projects are delivered on time for RWC	Achieve	Yes
4.1.2	Improvements to the Auckland waterfront made for the RWC 2011 will improve the quality of life of Aucklanders in the future	70% Agree or Strongly Agree	78.8% of Auckland residents and 76.6% of Auckland businesses agree or strongly agree that improvements made to the CBD and waterfront will have long-term benefits for Auckland
2. Telling the World Auckland's Story. RWC 2011 enhances Auckland's reputation as a place to live, visit and do business			
4.2.1	There is a strong indication that RWC 2011 business benefit programmes increased awareness of Auckland as a place to invest and do business	70% Agree or Strongly Agree	75.8% of the Business Club members surveyed agree that the RWC 2011 increased awareness of Auckland as a place to invest and do business
4.2.2	The majority of visitors would recommend Auckland as a travel destination to others	80% Likely or Very Likely	88.3% of domestic visitors and 92% of international visitors would recommend Auckland as a destination
4.2.3	Majority of visitors rate Auckland highly as a destination (on quality of service, on friendliness of the local people, on attractions and things to do)	80% Good or Very Good	93.3% of domestic visitors and 95.3% of international visitors felt that the quality of service was good or very good. 92.3% of domestic visitors and 92.2% of international visitors felt that the friendliness of the local people was good or very good. 93.2% of domestic visitors and 90% of international visitors felt that Auckland's attractions were good or very good.
3- Taking pride in our place			
4.3.1	The RWC 2011 in Auckland incorporated sustainability features and initiatives	Achieve	Environmental Sustainability programme for RWC 2011
4.3.2	Significant number of Aucklanders attend RWC 2011 matches and public events in Auckland	20% answered Yes	54.9% of Aucklanders reported attending matches or public events.
4.3.3	Majority of Aucklanders reported that they felt a sense of pride in the way Auckland hosted the RWC 2011.	70% Agree or Strongly Agree	89.1% of residents agree or strongly agree. 89.7% of respondents from the business survey agree or strongly agree that the matches were well organised (2.7% disagree).
4.3.4	Auckland stakeholders felt a sense of involvement with RWC 2011 in Auckland	60% Agree or Strongly Agree	67.8% of residents felt a sense of involvement in the RWC and 11.1% did not. 22.5% of businesses felt a sense of involvement in the RWC and 45.9% did not.
4. Making public transport a habit for Aucklanders. RWC 2011 acts as a catalyst for improving public transport services and providing alternatives to private car use			
4.4.1	Aucklanders made use of non-private vehicle transport to attend matches in Auckland.	50% of ticket holders used non-private vehicle to Eden Park, 40% to North Harbour Stadium	72.8% of residents reported using either trains, buses or ferries as part of their trip to a match at Eden Park and 56.7% at North Harbour stadium
4.4.2	Aucklanders may make greater use of alternative non-private travel modes in the future	20% Agree or Strongly Agree	36.5% of Aucklanders felt more likely to consider using public transport to get around as a result of the RWC.
5. Positioning Auckland as a major events destination. RWC 2011 enhances Auckland's capability to deliver major events including improvements to infrastructure and personnel capability, collaboration between organisations, support for future events by stakeholders			
4.5.1	Majority of international media coverage of RWC 2011 event organisation is neutral or positive	85% of coverage	99% media coverage is either neutral or positive.
4.5.2	Majority of Aucklanders and stakeholders believe Auckland is a great place for major events and should bid to host future major events in the future	70% Agree or Strongly Agree	83.0% of Auckland residents and 69.7% of Auckland businesses agreed that Auckland should bid to host future large events

Strategic Objectives and KPIs		KPI Target	RESULTS
5 – Maintain the Service. The impact of RWC 2011 on business as usual services is minimised and well managed.			
5.1	Aucklanders did not experience a significant reduction in business as usual services during RWC 2011 (transport, traffic, cleaning and waste)	80% The same or better than usual	96.3% of Auckland residents and 93.2% of Auckland businesses thought services were the same or better than usual
5.2	Stakeholders focused on caring for vulnerable sections of the community believe RWC 2011 did not negatively impact on those who are vulnerable in Auckland	Achieve	Feedback from the two social service partners indicated that the Tournament did not have an adverse affect on the current homeless population and that the effects of RWC 2011 on homeless services was negligible

