

Quarterly Performance Report

2023/2024 Quarter 1

For the 3 months ended 30 September 2023

Tātaki Auckland Unlimited



Q1 – At a glance

Executive summary

The FIFA Women’s World Cup (FIFA WWC) 2023 that was held from 20 July to 20 August surpassed all expectations, with several football attendance records being set in Auckland.

Ticketed attendance exceeded 580,000 and more than 100,000 school children participated in educational experiences across all TAU venues.

Elemental AKL, Auckland’s winter festival, was delivered with sold-out events and an extended programme to align with the FIFA WWC 2023.

Two new exciting exhibitions opened in Q1: *Ever Present* at Auckland Art Gallery Toi o Tāmaki, and *Always Song in the Water* at the NZ Maritime Museum.

All staffing change proposals to meet the target of 200 FTE reduction were confirmed following consultation. This was a particularly challenging time for the organisation as colleagues were farewelled and as adjustments made to programmes and resourcing.

Financial performance

Net Direct Expenditure is favourable to budget due to strong visitation at the Auckland Zoo and NZ Maritime Museum and better than expected event revenues, offset by additional costs from the timing of the implementation of staff changes and additional staff to support increased event activity.

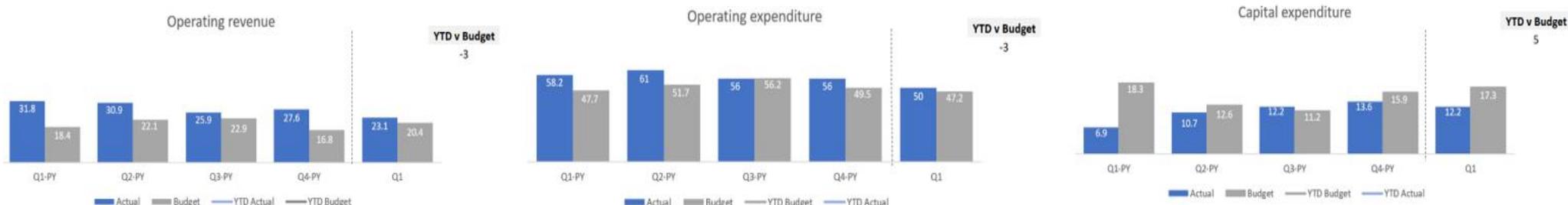
Revenue is favourable to budget due to strong visitation at the Auckland Zoo and NZ Maritime Museum and better than expected event revenues.

Costs are slightly adverse due to the timing of staff change implementation costs, and additional casual staff being needed for revenue generating events.

Capital programmes have had a slower than anticipated start due to ongoing delays related to flood remediation, this however is largely a timing issue that is expected to be rectified in the coming months.

Vested Assets includes gifted artwork, particularly the Julian Robertson bequest.

Note: for more details on financials, please refer to Financials section





Highlights

The FIFA Women's World Cup 2023 was a fantastic global showcase for Auckland and New Zealand. TAU delivered a broad Host City programme on behalf of Auckland Council, including the Fan Festival at The Cloud and other activation activities.

TAU secured a naming rights partnership with BNZ for the Diwali and Lantern festivals for the next three years.

The GDP contribution from major events supported by TAU was 3.5m in Q1 - based on 6 events - but excluding results for the FIFA Women's World Cup 2023 which is forecast to contribute significantly to a record FY24 TAU GDP target of \$71m.

Ticketed attendance in Q1 across TAU venues and events was 587,000 and is on track to meet the year-end SOI target. In addition, more than 100,000 children participated in educational experiences through TAU venues and facilities.

Ever Present First Nation Art of Australia was launched at Auckland Art Gallery on 28 July, provided free to Aucklanders as a direct result of support from Wesfarmers Arts. The exhibition is the largest overview of art by First Peoples of Australia to be presented in Aotearoa, featuring more than 150 works from 1890 to today.

Always Song in the Water – Art Inspired by Moana Oceania, opened in the Edmiston Gallery at the NZ Maritime Museum on 25 August.

August was the first full month after the new ticketing and pricing strategy was implemented at Auckland Zoo on 24 July. To date, ticket revenue expectations have been exceeded, with little adverse impact experienced.

The two-time grand finalist One NZ Warriors was cheered on by a 27,000-strong sell-out crowd at Go Media Stadium, Mt Smart on 16 September in their first home finals game since September 2008 – and the club's first finals appearance since 2018.

The Destination Auckland Partnership Programme went live on 1 July and reached 120 financial partners by the beginning of October. Applications from a variety of sources total more than \$1.85m.

After its first 3 months, Discover Auckland – a new one-stop digital shop for everything Auckland developed by TAU, is already the third ranked site for the fly/drive market to find out about Auckland (after TripAdvisor and Eventfinda).

TAU achieved Toitū carbonreduce certification for the third year running and Auckland Zoo a Toitū carbonzero certification for the seventh consecutive year.



Issues / Risks

All staffing change proposals to meet the target of 200 reduction of FTE as part of the \$34.5m savings target for FY24 were confirmed following consultation. This was a particularly challenging time for the organisation as colleagues were farewelled and adjustments made to programmes and resourcing.

Major and Business Events are still facing a significant shortfall in investment funding for future events, with an associated negative impact anticipated in future GDP and visitor nights experienced in Auckland.

Key performance measures

TAU has 13 SOI measures, of which 7 are LTP measures. Nine of the 13 measures will be tracked quarterly, one is a six-monthly measure and three are annual measures. At the end of Q1, 8 KPIs were met or on track to be met and 5 are not reported this quarter.

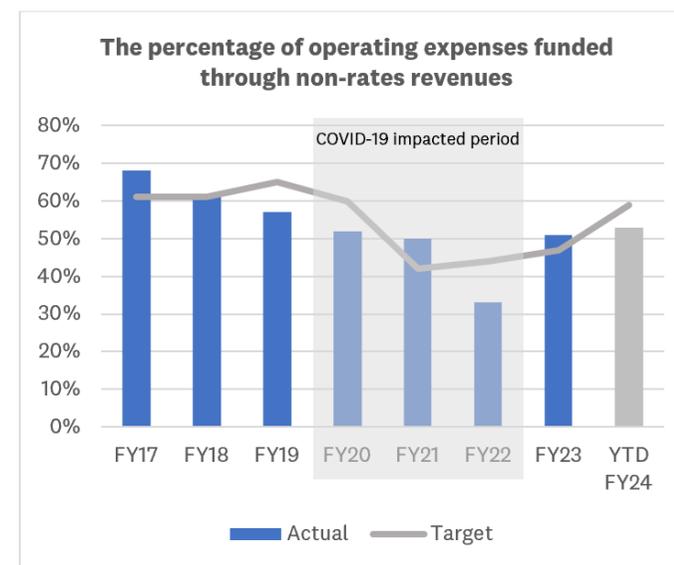
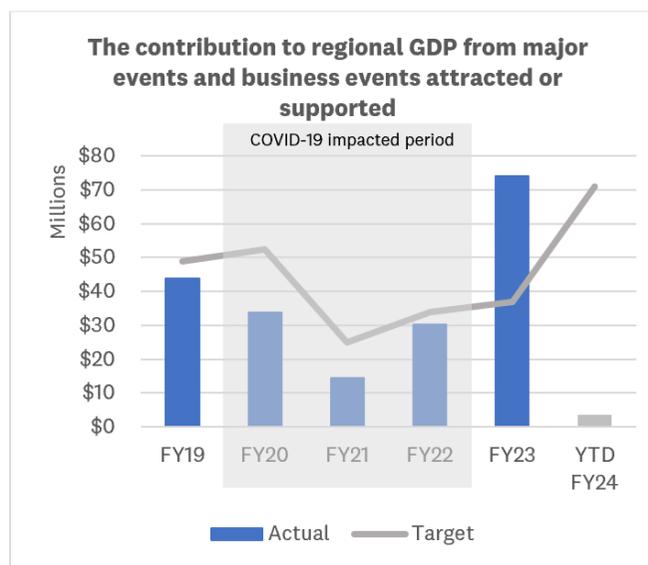
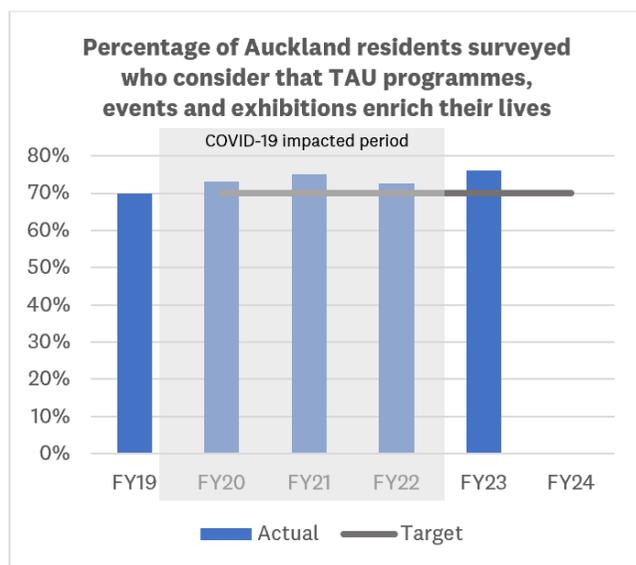
Strategic performance priorities	On track/ met	Not on track/ Not met	Not reported this quarter	Total
Experiences and events				5
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	☑			
The number of children participating in educational experiences through TAU venues and facilities.	☑			
Percentage of Auckland residents surveyed who consider that TAU's programmes, events and exhibitions enrich their lives.			☑	
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	☑			
Percentage of customer complaints resolved in 10 working days.	☑			
Facilities				5
The net promoter score for TAU's audiences and participants. (LTP measure)	☑			
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only).			☑	
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	☑			
Percentage of milestones completed as per TAU Board agreed capital programme.			☑	
Percentage of critical TAU assets in acceptable condition.			☑	
Investment and innovation				3

Attributable value of private sector investment secured during the year.			☑	
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	☑			
Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP measure)	☑			
TOTAL	8	0	5	13

Note: performance of facilities and events is presented in the Performance of facilities and events section in Appendix 2.

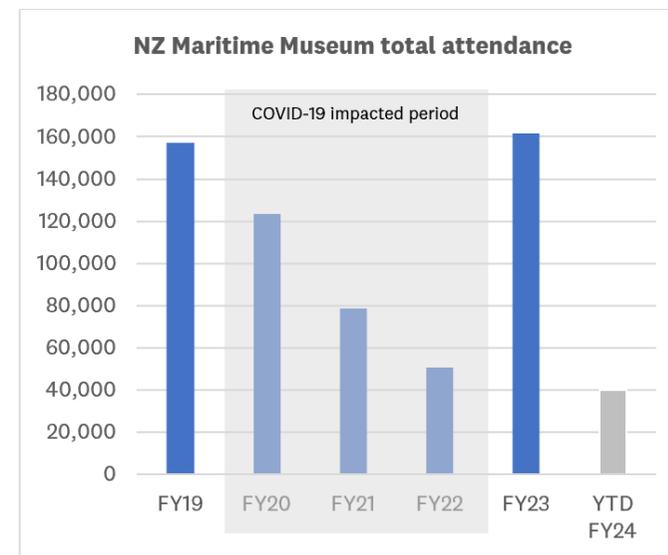
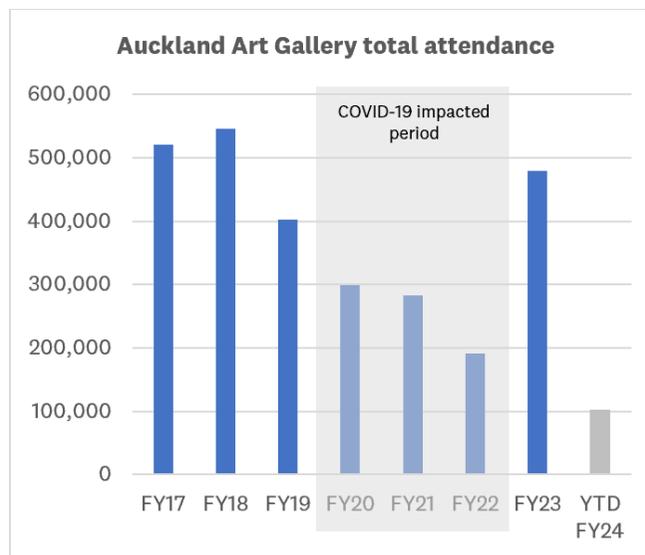
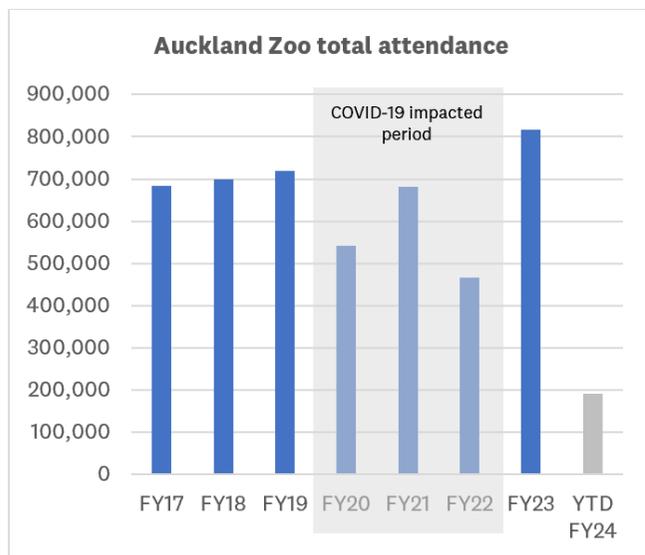
KPI trends

The graphs below show trends over time for selected KPIs. Performance of the two KPIs – ‘contribution to regional GDP’ and ‘the percentage of operating expenses funded through non-rates revenue’, was affected by COVID-19, but both improved in FY23. Results for the ‘percentage of Auckland residents surveyed’ KPI have remained above the target of 70% in the last 5 years.



Total attendance trends

The graphs below illustrate **total** attendance trends for Auckland Zoo, Auckland Art Gallery and the New Zealand Maritime Museum. Attendance across the three cultural organisations was impacted by COVID-19 (grey-shaded areas below) but picked up again in FY23 - largely returning to pre-COVID-19 levels or, in the case of Auckland Zoo, broke earlier attendance records.



Note: The graphs above show total attendance, not ticketed attendance (one of the TAU KPIs) due to data availability. The ticketed attendance KPI was introduced in FY21, while total attendance is available back to FY17.

Strategic alignment and key policies

Climate change and sustainability

TAU achieved Toitū carbonreduce certification for the third year running and Auckland Zoo a Toitū carbonzero certification for the seventh consecutive year. An energy efficiency project is underway at the Aotea Centre, partly funded through EECA. A solar installation project has commenced at Go Media Stadium, Mt Smart. These activities demonstrate TAU's ongoing dedication to reduce emissions and the associated climate impacts. TAU's Risk Committee and Board of Directors also approved the FY 22/23 climate-related disclosure proforma.

TAU released *Mitigating climate change in New Zealand: impacts on Auckland's economy* report, which summarises macroeconomic modelling looking at Auckland's cost of transition, green employment potential, and the turning point – when the benefits of climate action outweigh the upfront costs. This research responds to actions E1 and E2 in Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan.

TAU and Climate Connect Aotearoa hosted an event at this year's Auckland Climate Festival to launch the insights report, research findings and to discuss Auckland's future economy, jobs and skills in a changing climate. This included speakers from the energy and construction industries, and a panel with local government, university, and rangatahi perspectives.

Māori outcomes

In July, TAU hosted another edition of M9 at Aotea Centre. Held quarterly, M9 is a Ted-talk type event featuring nine influential Māori speakers who bring their unique perspectives to each theme. TAU was able to distribute sponsor benefit tickets to 200 mana whenua and key stakeholders, enabling them to experience this celebration of te ao Māori.

For the second nation-wide celebration of Matariki in July, and Te Wiki o te Reo Maori in September, TAU provided a range of public and staff activities at NZ Maritime Museum, Auckland Live, Auckland Art Gallery and Auckland Zoo. TAU has also updated the Taki app with a new waiata and karakia created specifically for TAU. The Taki app supports kaimahi to build their te reo Māori, te ao Māori and Māori tikanga capability.

A report released by the Whāriki Māori Business Network showed a TAU-supported Whāriki initiative to promote and showcase Māori businesses during FIFA Women's World Cup 2023 resulted in increased trade for participating pakihī Māori.

The Screen Auckland/Māori Outcomes engagement process for an indigenous filming protocol and Unitary Plan Change in support of the screen sector continues. A further pānuī was sent to mana whenua representatives on 6 September, inviting the group to attend the first wānanga session (19 September).

Following two years of *Te Mahere Aronga* implementation, a highlights and successes publication *Ākina* has been produced. It shows a sustained effort and commitment to advancing cultural and economic well-being for Māori enterprise, Māori creatives and whānau of Tāmaki Makaurau.

Two karakia and a bespoke waiata were created for TAU. It was followed by a series of activities held across TAU to raise awareness and use of these taonga.

Statement of performance expectations

Experiences and Events

Highlights

- The FIFA Women's World Cup 2023 surpassed all expectations. More than 340,000 spectators witnessed the world's best footballers at Eden Park – an average crowd of 38,047 across the nine Auckland matches. The economic benefits for the region from the thousands of international visitors will be known in Q2, but some of the legacy components include upgraded training venues to FIFA standards and showcasing Tāmaki Makarau on a global stage.
- TAU secured a naming rights partnership with BNZ for the Diwali and Lantern festivals for the next three years. This new partnership is significant for both TAU and for the wider Auckland region and is a great example of how TAU is working with the private sector to reduce its reliance on ratepayer funding, while still delivering world-class cultural experiences that inevitably make Tāmaki Makaurau a great place to live, work and visit.
- Held from 19 July to 6 August, the New Zealand International Film Festival, supported by TAU on behalf of council, witnessed an attendance of 27,000 people in Tāmaki Makaurau alone. This year signalled its first return to a full programme since 2019, with more than 50 films showcased at The Civic during Elemental AKL, totalling 88 screenings.
- TAU's Auckland Convention Bureau played a central role in New Zealand securing the annual Amway Distributor seminar which will provide a welcome boost of an estimated \$40m to New Zealand's economy. Close to 10,000 of Amway China's top achievers will visit Aotearoa New Zealand, spread throughout October, November and December this year.

Issues and Risks

- Major Events are still facing a significant shortfall in investment funding for events. Beyond August 2024, there are very few major events confirmed and no funding is confirmed to facilitate bidding for future events. This inability to secure future events will result in a substantial loss of regional GDP and visitor nights for Auckland over the coming years.
- Investment in future business events beyond 2024 is also severely limited by uncertainty about future funding. As a result, Auckland will likely lose future business events and their associated positive economic impact, to other cities.

Programmes

Programme	Status	Description	Progress towards key deliverables
Major Events	On track	Invest in and deliver an annual major events portfolio on behalf of Auckland Council that generates economic, social, profile and sustainability benefits for the region. The portfolio includes a mix of arts, cultural and sporting events happening across the year. Provide facilitation support to partner venues including Eden Park and Spark Arena.	<p>Elemental AKL was successfully delivered from 20 July-13 August. An additional weekend was added with two extra events at the FIFA Women's World Cup 2023 Fan Festival and Viaduct Events Centre on 12 and 13 August.</p> <p>New Zealand Fashion Week returned to the Viaduct Events Centre for the first time since 2019, from 29 August-2 September.</p> <p>Pacific Championships (Rugby League) was announced on 16 August, to be played at Eden Park on 21-22 October with investment from TAU.</p>
Auckland Live	On track	A world-class live performance organisation that energises 11 of the region's iconic performance venues with high quality shows and experiences. Grows Auckland's international reputation as a viable market and attracts more than 1800 events to the region annually. A centre for performing arts development, education, enrichment and high-performance professional training.	<p>Auckland Live world premiere season <i>PeepShow</i> by Circa that ran from 29 June to 1 July received many accolades and was a great fit for replacing the cabaret season.</p> <p>Auckland Live hosted The Hon. Mary Ng, Canadian Minister of Small Business, Export Promotion and International Trade for Matariki Day in the Auckland Town Hall.</p> <p>ExileCon, two-day sold-out event that celebrated all things Path of Exile, took over the entire Aotea Centre on 29 and 30 July. It was the second time Aotea Centre has hosted this event, There were more than 1800 attendees – the majority from overseas. The opening keynote saw 110,000 viewers logged in on Twitch, and viewership peaked at ~500,000 over the weekend.</p> <p>360 ALLSTARS show arrived to perform at The Civic 27-30 September, for its 10-year anniversary world tour. The show has been seen by more than 1 million people worldwide.</p>
Contribution to the delivery of the Tāmaki Makaurau Auckland Host City FIFA Women's World Cup 2023 programme	Completed	The FIFA Women's World Cup 2023 was the largest sporting event ever to be hosted in Tāmaki Makaurau and Aotearoa.	<p>Following 32 days of action, the final of the FIFA Women's World Cup 2023 (FIFA WWC 2023) was held in Sydney on 20 August and a capacity attendance of 2000 watched it live at the FIFA Fan Festival at The Cloud on Queen's Wharf.</p> <p>The record crowd for a football match in Aotearoa New Zealand – women's or men's – was broken three times in Auckland and a capacity crowd of 43,217 was achieved for the final three matches at Eden Park. In addition, more than 85,000 came through the doors at the FIFA Fan Festival, which was open for the duration of the tournament and free for all ages.</p> <p>Post-event wrap-up and evaluation is underway. As a major event of international scale, FIFA WWC 2023 and its Host City programmes will be part of a publicly available national cost-benefit analysis report due at the end of December.</p>
Business Events	On track	Secures, hosts and supports conventions, meetings, commercial exhibitions, incentive programmes, functions and dinners across suitable Tātaki Auckland Unlimited venues and other venues. Provides technical equipment hire for conventions, meetings, commercial exhibitions, functions and dinners.	<p>Auckland Conventions Venues and Events exhibited at the NZ Events Association Conference held at Viaduct Event Centre and spent time meeting key Australian market clients.</p> <p>Auckland Convention Bureau helped secure 13 new business events for Auckland with a combined total predicted economic impact value of \$5.5m. These events are scheduled to take place from 2023-2026.</p>

Facilities

Highlights

- *Always Song in the Water – Art Inspired by Moana Oceania*, opened in the Edmiston Gallery at the NZ Maritime Museum on 25 August. The opening was well attended – the largest exhibition opening to date, and the museum has been receiving particular attention and social media pick up by the broader fine arts gallery community. The exhibition is based on Greg O’Brien’s eponymous book.
- *Ever Present First Nation Art of Australia* was launched at the Auckland Art Gallery with a blessing attended by Hon Carmel Sepuloni on 28 July and has seen almost 43,000 visitors through the doors to the exhibition by mid-September. The exhibition – free to Aucklanders as a result of substantial support from Wesfarmers Arts - is the largest overview of art by First Peoples of Australia to be presented in Aotearoa, featuring more than 150 works from 1890 to today.
- *Kia whakahou, kia whakaora* – the heritage restoration project at the Auckland Art Gallery is continuing on schedule with the work commencing on Kitchener Street side of building and Conservation team moving its labs to the Lower Ground until completion.
- August was the first full month after the new ticketing strategy was implemented at the Auckland Zoo on 24 July. To date, ticket revenue expectations have been exceeded since the change, and there have not been any significant negative impacts on discretionary spend at the at the Zoo (retail, catering, etc).
- The two-time grand finalist One NZ Warriors team was cheered on by a 27,000-strong sell-out crowd at Go Media Stadium, Mt Smart on 16 September in their first home finals game since September 2008 – and the club's first finals appearance since 2018. Go Media Stadium, operated by Auckland Stadiums, has become a family friendly fortress of One NZ Warriors support since the club's return from border restriction exile late last year. Attendances across the One NZ Warriors home matches have been particularly strong in 2023 with the Warriors announcing over 227,000 across their 10 home games, representing the highest average attendance since their inaugural season in 1995.

Issues and Risks

- There is currently a shortage of stadium content in the New Zealand market as a result of a wide range of factors, including the economy, high freight costs, and the level of event attraction resource being applied in Australia.

Programmes

Programme	Status	Description	Progress towards key deliverables
NZ Maritime Museum	On track	The museum houses the most significant maritime collection in Aotearoa spanning vessels, artefacts, and archival material. The museum is a place of learning and enjoyment, telling the story of our ocean, coastal and harbour seafaring from the earliest Polynesian explorers to the present day.	<p>Preparations continue for the offsite collection storage move at the end of 2023. The Collections Team is focused on this activity and period of collecting moratorium has begun.</p> <p>Due to FIFA Women's World Cup 2023, the museum experienced a significant boost in visitation and retail revenue during what is usually an off-peak month.</p> <p>The education centre refurbishment was completed in August, resulting in a more engaging and useable space for education groups and broader museum events.</p> <p>The museum confirmed its grant from NZ Lotteries to roll out its Digitisation Hub project. This work – focused on sharing best practice digitisation skills with smaller institutions – will begin in February 2024 (post collection storage move).</p>
Auckland Art Gallery Toi o Tāmaki	On track	Auckland's leading gallery of art houses a nationally important collection of more than 17,000 works from New Zealand and the world. Its purpose is to be a place for art and catalyst for ideas, offering experiences that strengthen and enrich our communities.	<p>The Gallery exceeded its visitation target for each month of the first quarter, with visitation 27% above target for Q1 (actual 102,093 vs budgeted 80,364).</p> <p>Exhibition & Public programme delivered on target with good reviews and audience attendance.</p> <p>The Gallery's 2022-2023 year in review document has been developed.</p> <p>The MacKelvie international collection exhibitions <i>Threads of time</i>, and <i>Gothic returns</i> opened to the public in September.</p> <p>The Gallery has confirmed it's naming of one of its collection galleries after <i>Apihau te Kawau</i>.</p>
Auckland Zoo	On track	Auckland Zoo is a wildlife conservation organisation dedicated to building a future for wildlife. The zoo cares for wildlife, participates actively in national and international wildlife conservation programmes and research and creates extraordinary experiences for visitors.	<p>Year to date visitation was 191,637 visits, which is just under 10K ahead of target.</p> <p>Widely covered in the media, Sumatran tiger Zayana instinctively killed her newborn cub shortly after the birth of a stillborn second cub. This is neither uncommon nor un-anticipated, especially for a first-time young mother tiger. Zayana appeared none-the-worse for her experiences and was soon back in season for continued breeding introductions with her partner Ramah.</p> <p>New orangutan Daya's journey continued with her successful transfer from quarantine to the state-of-the-art South-East Asia High Canopy habitat.</p> <p>During the July school holidays, the Zoo delivered native species conservation learning outreach sessions at 10 libraries across Auckland.</p>
Auckland Stadiums	On track	Auckland Stadiums manages Western Springs, North Harbour Stadium, and Go Media Stadium, Mt Smart, and brings to Auckland world-class sport, live music, and entertainment.	<p>July was a strong event month at Auckland Stadiums with the All Blacks v South Africa test on 15 July and Warriors v Sharks match on 16 July (both at Go Media Stadium) being particular highlights. The 2023 home Warriors season culminated in the semi-final fixture against the Knights on 16 September that highlighted the strengths of Go Media Stadium as a mid-sized arena that provides patrons with good proximity to the field and facilitates an atmosphere seldom experienced at New Zealand stadia.</p> <p>North Harbour Stadium was operating as a FIFA Women's World Cup 2023 training venue during July and August.</p>

Projects of focus

Project	Status	Description	Progress towards key deliverables
Single Operator Stadiums Auckland (SOSA)	On track	In late 2022, the Eden Park Trust Board, Auckland Council and TAU developed a proposal for a Single Operator Stadium (SOSA) model for Tāmaki Makarau Auckland. An Industry Advisory Group (IAG) was convened to advance the development of the proposed model, which is due to be implemented by the end of FY23/24.	<p>TAU has delivered a SOSA plan update for Council as per Letter of Expectation.</p> <p>A term sheet and vision document were being considered by the IAG that all parties reached in principle agreement on. These two documents were due to be finalised before the end of June 2023. A significant change to the make-up of the Eden Park Trust Board occurred at the end of June 2023, necessitating further engagement on those plans.</p> <p>The timing of this work has also been impacted by the process undertaken by the council political working group on stadiums in issuing an EOI for a “main stadium” for Auckland, which is understandably a priority for Eden Park Trust.</p>
Integrating Auckland's Cultural Institutions	On track	TAU's contribution to the development of options and opportunities for creating an integrated cultural institutions model for Tāmaki Makarau Auckland.	<p>Council is leading work to consider potential changes to the legislation for Auckland War Memorial Museum (AWMM), MOTAT and the Auckland Regional Amenities Funding Board.</p> <p>A political working group led by Deputy Mayor Simpson has been convened to consider potential legislative change options, working in collaboration with MOTAT and AWMM and TAU.</p> <p>The TAU Board was briefed by the political working group in September. TAU is supportive of the process and is working with Auckland Council to help realise the benefits sought.</p>
Western Springs Precinct	On track	The Western Springs Precinct is home to some of the best-loved attractions and facilities in Tāmaki Makaurau Auckland, including MOTAT, Auckland Zoo.	<p>A vision for the area is for it to be a cohesive precinct offering education, cultural knowledge, sustainability, conservation, exercise, science, technology and good environmental outcomes, with easy walking and cycling connections and safe, reliable parking.</p> <p>As agreed in the SOI, mahi (work) continues on the Western Springs Precinct concept.</p>

Investment and Innovation

Highlights

- The Destination Auckland Partnership Programme went live on 1 July and reached 115 financial partners by mid-September. The Advisory Group met 17 August and is being chaired by TAU Board Director Graeme Stephens. Consumer marketing activity in Australia is underway after a partnership marketing workshop with key partners.
- *State of the City* report, benchmarking Tāmaki Makaurau Auckland’s performance against nine peer cities globally, was launched by TAU on 10 August. Delivered in partnership with the Committee for Auckland, Auckland Policy Office, Deloitte and Koi Tu, the report had significant media coverage and more than 60 people attended the launch event.
- The Diplomatic Study Tour was hosted 18-20 September. Ambassadors and Heads of Missions from 23 countries spent three days in Auckland. TAU and MFAT delivered a programme showcasing Auckland’s tech, space, creative, marine and other sectors. The programme also included a mayoral reception.
- The Electrify Aotearoa conference was held on 1 August with 400 participants celebrating female entrepreneurship. TAU opened the conference and hosted 10x Māori & Pacific wāhine founders.

Issues and Risks

- As a result of funding cuts and in alignment with the Mayor’s Letter of Expectation (seeking a reduction in economic development activity funded by ratepayers), the Investment and Industry team was restructured and reduced in size from 125 to 50. The impact of this change was evident in Q1 as people left the organisation and teams adjusted to a significant reduction in resource. As a result, the team’s ability to support economic development activity in FY 23/24 is restricted.

Programmes

Programme	Status	Description	Progress towards key deliverables
Visitor Economy	On track	TAU's Visitor Economy team focuses on leading and partnering in destination marketing and advocating or co-ordinating in destination management.	<p>Government confirmed that funding will not be renewed for Go with Tourism, and the programme ended in September. Since its launch in 2019, the Go with Tourism team has been encouraging rangatahi to consider a career in tourism, connecting talent with potential employers, and supporting the sector to think differently to solve workforce challenges.</p> <p>TAU has shared the new Tupuna Maunga Authority framework with key partners to support the development of a commercial concession and management framework on the maunga.</p> <p>A cruise workshop was held in early July with local operators, Ports of Auckland, Cruise New Zealand and the Tupuna Maunga Authority.</p>
Economic Transformation	On track	Providing insights, data and guidance and support for regional, local and place-based initiatives and focusing future investment on economic outcomes for south and west Auckland.	<p>TAU began delivery of the Investment and Attraction workstream of the City Centre Action Plan.</p> <p>TAU provided ongoing support to Auckland Council on economic development perspective input to the Housing and Business Assessment which informs the Future Development Strategy (Auckland Spatial Plan) refresh.</p>
Investment & Screen Attraction	On track	Attracting high-value businesses and investment to the city to maximise economic opportunities associated with investment into infrastructure, businesses, and talent. Screen Auckland activities including attraction of screen productions, management of screen infrastructure and supporting the development of screen related talent.	<p>Iwi feedback on proposed change to Unitary Plan - Sites & Places of Significance to Mana Whenua is now being co-ordinated by contracted resource with specific, relevant experience.</p> <p>Auckland Screen Taskforce, a key action of the Screen Auckland Roadmap 2022/23, is underway. Members were confirmed and the inaugural meeting was held to confirm priorities.</p> <p>Hollywood actors/writers' strikes continued during the quarter. International projects are still holding but with delays. 'NZ Inc' plans for LA attraction event were postponed.</p> <p>LTP Māori Outcomes funding submissions for Henderson Creative Quarter are being prepared. TAU and Te Kawerau a Maki will host a Te Puna Information Evening on 23 November to inform community and stakeholders on the creative quarter's vision for Te Puna and growing the immense creative potential of the west. Attendees will include iwi, politicians, ministries, and the creative industry.</p> <p>Screen Auckland, supported by marketing, co-ordinated the launch of Viva La Dirt League's new self-funded studio in Henderson. The event was well attended by the industry.</p>
Tech & Innovation	On track	Leveraging our role to grow Auckland's innovation ecosystem, including the ongoing development of the GridAKL network and the implementation of <i>Tech Tāmaki Makaurau</i> – Auckland's Tech Strategy.	<p>TAU, Callaghan Innovation, NZTE, Auckland UniServices and Ara Ake partnered to host a tour of cleantech firms to connect with Outset Ventures, Aquafortus, NZ Steel, Mint Innovation and Avertana, a growing sector in Auckland.</p> <p>TAU hosted a visit to GridAKL by Mayor Morisawa (and delegation) from Shinagawa Tokyo. The focus of the visit was to explore how to develop stronger links between the Auckland and Shinagawa startup and entrepreneurial ecosystems (similar to the existing Fukuoka connection).</p> <p>Auckland Aerospace was represented by TAU at the New Zealand Aerospace 2-day summit, held in Christchurch.</p>

Projects of focus

Project	Status	Description	Progress towards key deliverables
Climate Connect Aotearoa (CCA)	On track	<p>Climate Connect Aotearoa brings together business, government, Māori, academia, funders and investors, and climate innovators to create the solutions required to ensure Tāmaki Makaurau Auckland and Aotearoa New Zealand adapt and thrive in the face of climate change.</p> <p>The work programme includes climate challenges, knowledge hubs, and ecosystem mapping.</p>	<p>He Kete Mātauranga went live, resulting in three radio interviews, increased LinkedIn followers and views of the te reo Māori translated site. This is a space for supporting businesses and communities to realise their aspirations and build climate resilience through Māori knowledge systems and frameworks.</p> <p>He Kete Mātauranga was promoted at CCA's activation space at the Climate Change & Business Conference 2023, as well as the launch of a Climatelink tool to connect organisations with funding opportunities, resources and connections to kick start climate innovation, lower emissions and build resilience.</p> <p>CCA and TAU published research on <i>Tāmaki Makaurau Auckland's green employment; Tāmaki Makaurau Auckland's turning point: the cost of climate inaction vs. decisive action</i>; and an economic insights paper on <i>Mitigating climate change in New Zealand: impacts on Auckland's economy</i>.</p> <p>The energy sharing challenge scope has been developed and is being delivered by CCA in partnership with Ara Ake, Counties Energy, and Pukekohe Library in the first instance, with interest from Kāinga Ora to join. Ara Ake has confirmed co-funding of an energy innovation lead role for CCA. Research into opportunities for process heat shifts for SMEs has also been undertaken to inform and further support energy transition.</p> <p>The food challenge focus area is progressing with a focus on the development of innovative and regenerative growing practices. Scope has been developed through collaboration across a range of sectors and organisations. In the meantime, CCA has also supported a team through the XLabs circular economy sprint, focused on upcycling food – a key action within the climate plan.</p> <p>CCA is also working with partners to scope a programme supporting SME resilience and adaptation. Early discussions are underway with potential partner organisations interested in developing resources and approaches.</p>

Performance measures

Performance measure	Previous year result	Target	Q1 Actual	Status	Commentary
Experience and events					
The number of people who are issued tickets to attend Auckland Live, Auckland Zoo, Auckland Art Gallery, NZ Maritime Museum, and Auckland Stadiums venues and events. (LTP measure)	2.08m	2.08m	586,941	On track	
The number of children participating in educational experiences through TAU venues and facilities.	New measure	163,000	101,607	On track	High Q1 results are mostly due to a large number of children participating at the FIFA Fan Festival
Percentage of Auckland residents surveyed who consider that TAU's programmes, events and exhibitions enrich their lives.	76%	70%	No result	No result	Result reported annually only
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	88	40	24	On track	
Percentage of customer complaints resolved in 10 working days.	86%	80%	100%	On track	
Facilities					
The net promoter score for TAU's audiences and participants. (LTP measure)	45	40	42	On track	Based on results available across Auckland Live, Auckland Stadiums, Auckland Art Gallery, Auckland Zoo and NZ Maritime Museum.
Percentage change in greenhouse gas emissions against 2018/19 baseline (Scope 1 and 2 only).	+16.6%	-17%	No result	No result	Result reported annually only

Performance measure	Previous year result	Target	Q1 Actual	Status	Commentary
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	51%	59%	53%	On track	
Percentage of milestones completed as per TAU Board agreed capital programme.	New measure	80%	No result	No result	Result will be reported in Q2
Percentage of critical TAU assets in acceptable condition.	New measure	Benchmark set	No result	No result	
Investment and innovation					
Attributable value of private sector investment secured during the year.	\$325m	\$100m	No result	No result	Result reported six-monthly
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$74.2m	\$71m	\$3.5m	On track	Q1 results are based on 6 events, out of 12. Awaiting results for the FIFA Women's World Cup 2023 GDP impact, which is forecasted to bring most of the GDP contribution for FY24.
Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP measure)	101	50	72	Achieved	

Financials – overview

(\$ million)	Notes	FY 23	FY 24 Quarter 1 YTD			FY 24
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure	A	114.8	26.6	26.8	0.2	93.3
Direct revenue	B	116.2	23.1	20.4	2.7	94.7
Fees & user charges		53.1	13.7	11.8	1.9	54.2
Operating grants and subsidies		33.0	3.4	2.8	0.6	25.6
Other direct revenue		30.1	6.0	5.8	0.2	14.9
Direct expenditure	C	231.3	49.7	47.2	(2.5)	188.0
Employee benefits		85.7	22.6	20.9	(1.7)	80.5
Grants, contributions & sponsorship		31	2.0	1.7	(0.3)	7.8
Other direct expenditure		114.3	25.1	24.6	(0.5)	99.7
Other key operating lines						
AC operating funding		119.3	26.3	26.7	0.4	93.2
AC capital funding	D	43.4	12.2	17.3	5.1	67.2
Depreciation		54.8	13.8	13.9	0.1	55.7
Donated Artworks	E	184.0	0.6	0.0	0.6	0.0
Net Income Tax expense (benefit)		(1.3)	0.0	0.0	0.0	0.0
Net interest revenue (expense)		0.9	0.3	0.0	0.3	0.1

Financial commentary

The “Adjusted Budget” includes approved budget carry forwards, where elements of the budget from FY23 which were not spent in the year and Auckland Council has subsequently approved (late August), portions of this unspent budget being transferred to FY24.

A. Net Direct Expenditure is favourable to budget due to strong visitation at the Zoo and Maritime Museum and better than expected event revenues, offset by additional costs from the timing of the implementation of staff changes and additional staff to support increased event activity.

B. Revenue is favourable to budget due to strong visitation at the Zoo and Maritime Museum and better than expected event revenues.

C. Costs are slightly adverse due to the timing of staff change implementation costs, and additional casual staff being needed for revenue generating events.

D. Capital programmes have had a slower than anticipated start due to ongoing delays related to flood remediation, this however is largely a timing issue that is expected to be rectified in the coming months.

E. Vested Assets includes gifted artwork, particularly the Julian Robertson bequest.

Appendix 1: Financial breakdown by key activities

Direct operating performance

Cultural organisations

\$ million	Notes	Previous Year Actual	Actual	2023/24 YTD Budget	Variance	Full year Budget
Auckland Art Gallery						
Direct revenue		7.4	1.0	1.2	(0.2)	6.7
Direct expenditure		25.7	5.5	5.5	0.0	22.2
Net cost to serve		18.3	4.4	4.2	(0.2)	15.5
Auckland Zoo						
Direct revenue		13.7	3.3	3.3	0.0	14.5
Direct expenditure		27.6	6.7	6.4	(0.3)	26.2
Net cost to serve		13.9	3.4	3.1	(0.3)	11.7
NZ Maritime Museum						
Direct revenue		3.1	0.7	0.6	0.1	2.7
Direct expenditure		8.0	2.1	2.0	(0.1)	7.4
Net cost to serve		4.9	1.4	1.4	0.0	4.7
Auckland Stadiums						
Direct revenue		12.5	3.6	3.0	0.6	15.2
Direct expenditure		18.1	4.3	4.2	(0.1)	18.7
Net cost to serve		5.6	0.7	1.2	0.5	3.4

Economic development

\$ million	Notes	Previous Year Actual	Actual	2023/24 YTD Budget	Variance	Full year Budget
Economic development						
Direct revenue		29.1	3.9	3.0	0.9	18.2
Direct expenditure		44.4	7.6	7.3	(0.3)	33.7
Net cost to serve		15.3	3.7	4.3	0.6	15.5
Visitor economy						
Direct revenue		3.4	0.4	0.4	0.0	1.2
Direct expenditure		6.7	2.0	2.2	0.2	7.7
Net cost to serve		3.3	1.6	1.8	0.2	6.5

\$ million	Notes	Previous Year Actual	2023/24 YTD			Full year Budget
			Actual	Budget	Variance	
Climate						
Direct revenue		0.0	0.0	0.0	0.0	0.2
Direct expenditure		1.6	0.3	0.4	0.1	1.6
Net cost to serve		1.6	0.3	0.4	0.1	1.4

Arts, entertainment and events

\$ million	Notes	Previous Year Actual	2023/24 YTD			Full year Budget
			Actual	Budget	Variance	
Auckland Live & Conventions						
Direct revenue		28.4	7.9	6.8	1.1	26.9
Direct expenditure		38.6	9.8	8.7	1.1	33.7
Net cost to serve		10.2	1.9	1.9	0.0	6.8
Destination (incl Major and Business events)						
Direct revenue		14.5	1.8	1.4	0.4	6.9
Direct expenditure		44.5	7.5	7.6	0.1	24.0
Net cost to serve		30.0	5.7	6.2	0.5	17.1

Partnerships

\$ million	Notes	Previous Year Actual	2023/24 YTD			Full year Budget
			Actual	Budget	Variance	
Partnerships						
Direct revenue		2.0	0.4	0.4	0.0	2.0
Direct expenditure		6.9	2.5	1.4	(1.1)	4.7
Net cost to serve		4.9	2.1	1.0	(1.1)	2.7

Appendix 2: Performance of facilities and events

Outlined below are operational metrics for TAU venues and facilities. These are not considered organisational Key Performance Indicators and will not be reported formally as part of TAU annual reports but are provided to assist in tracking performance at a more granular level.

Facility/venue	Operating metrics	
	Full year target	Q1 actual
Auckland Art Gallery	Full year target	Q1 actual
Total attendance	500,000	102,111
Ticketed attendance	159,000	1,801
No. school children	8,000	2,194
Net Promoter Score (NPS)	45	63.9
No. programmes contributing to visibility/presence of Māori	15	11
% opex funded through non-rates revenue	28%	29%
Auckland Zoo	Full year target	Q1 actual
Total attendance	808,000	191,637
Ticketed attendance	808,000	191,637
No. school children	60,000	11,430
Net Promoter Score (NPS)	45	68.4
No. programmes contributing to visibility/presence of Māori	10	9
% opex funded through non-rates revenue	51%	69%
New Zealand Maritime Museum	Full year target	Q1 actual
Total attendance	190,000	39,973
Ticketed attendance	101,000	23,034
No. school children	8,000	1,681
Net Promoter Score (NPS)	45	65.3
No. programmes contributing to visibility/presence of Māori	10	0

Facility/venue	Operating metrics	
	Full year target	Q1 actual
% opex funded through non-rates revenue	34%	44%
Auckland Live	Full year target	Q1 actual
Total attendance	620,000	241,575
Ticketed attendance	508,000	151,901
No. school children	68,000	86,154
Net Promoter Score (NPS)	40	51.9
No. programmes contributing to visibility/presence of Māori	10	4
% opex funded through non-rates revenue	72%	83%
Stadiums Auckland	Full year target	Q1 actual
Total attendance	700,000	290,555
Ticketed attendance	504,000	218,568
No. school children	19,000	148
Net Promoter Score (NPS)	20	No result
% opex funded through non-rates revenue	79%	173%*

*Auckland Stadiums have more than entirely self-funded their Opex by their non-rates revenue in Q1