

Quarterly Performance Report

Tātaki Auckland Unlimited

2022/2023 Quarter 4

For the 3 months ended 30 June 2023



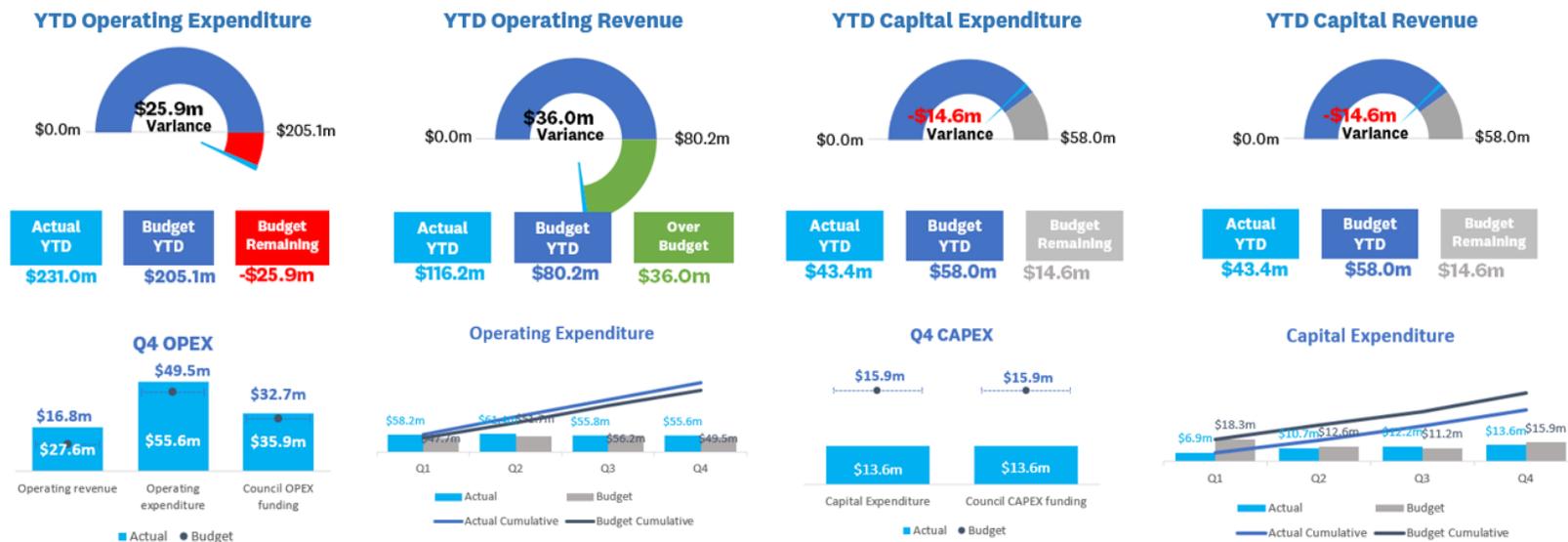
Q4 – At a glance

Executive summary

FY23 saw record-breaking visitation across TAU’s venues and events, with more than 2.08m tickets issued by the end of June 2023. The TAU Major and Business Events Portfolio generated an estimated \$74.2m in GDP, which was double the \$37m annual target. Over Q4, through the announcement of the Go Media naming rights sponsorship of Mt Smart Stadium, and the launches of the Destination Partnership Programme and *Discover Auckland* digital platform, TAU made significant progress towards developing new future revenue streams. Q4 also saw TAU lead final Host City preparations for FIFA Women’s World Cup 2023 which kicked off on 20 July.

Financial performance

Net direct expenditure at year end was favourable due to better than budgeted performance on events, visitation and film revenue, offset by unbudgeted costs for redundancy and the cancellation of five major concerts over the year. Direct Revenue was favourable due to unbudgeted Activate and Reactivate Tāmaki Makaurau grant funding, and better than expected event and film revenues. The capital programme was below budget due to delays in securing labour. Not all event and business improvement programmes were able to be completed in the financial year, a budget carry-forward has been requested to ensure these can be completed.





Highlights

Vicki Salmon began her role as Chair of Tātaki Auckland Unlimited Board on 1 April.
At 2.08m, ticketed attendance across TAU's venues and events was 14.2% above the SOI target at the end of the financial year. Further, the net promoter score across all venues was 45 (5 points above the SOI target).
Auckland Zoo recorded the highest annual visitation on record (more than 816,000 visitors) while Auckland Art Gallery Toi o Tāmaki attracted more than 480,000 visitors (the highest attended year since 2018). After a bumper cruise season, the NZ Maritime Museum reached double its original visitation target at the end of Q4.
May saw the announcement of a commercial naming rights agreement between Auckland Stadiums and Kiwi-owned outdoor advertising company Go Media for what is known as Go Media Stadium, Mt Smart.
The Major Events and Business Events Portfolio managed by TAU on behalf of council generated more than \$74.2m in GDP in FY23, against a target of \$37m. The largest Q4 contributors to the overall result were the Auckland Boat Show, Synthony in the Domain, NZ International Comedy Festival, and the Helloworld Conference and Business Travel Summit.
Final planning and preparations took place for the FIFA Women's World Cup (FIFA WWC) 2023 which commenced on 20 July.
The Viaduct Event Centre, which is a key venue operated by TAU, reopened on 27 April with a blessing led by Ngāti Whātua o Ōrākei. The re-opening was well received in the market with high interest from event organisers.
The <i>Discover Auckland</i> platform (on www.aucklandnz.com), a one-stop-shop for all visitor-related experiences and events across Tāmaki Makaurau Auckland, successfully launched on 11 May. <i>Discover Auckland</i> will support the outcomes of the third party funded Destination Partnership Programme.
Attributable private sector investment for screen and investment deals facilitated by TAU was \$325m in FY23. That is \$125m above the SOI target.
The new Auckland Film Studios sound stages project was recognised at the annual Property Council awards, receiving an 'Excellence' citation in the Industrial Property category. They are also the country's first Green Star-rated studios (with confirmation of an 'As Built' certification).
The first 12-week sustainability programme supporting tourism and hospitality businesses across Tāmaki Makaurau was completed.



Issues/Risks

Staff were advised on 23 May that TAU would make a series of change proposals to reduce total FTE numbers by 200 as part of the \$34.5m savings target for FY24. The proposals were presented to staff between 19-29 June, with consultation completion largely occurring in July.
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Major Events are still facing a significant shortfall in investment funding. Beyond FY24, there are no major events confirmed and no confirmed future funding is available.

Key performance measures

TAU has 11 SOI measures, of which 7 are LTP measures. Eight of the 11 measures are tracked quarterly, one is a six-monthly measure and two are annual measures. At the end of Q4, 9 KPIs were achieved and 2 were not achieved. With more than 2.08m tickets issued (14.2% above the SOI target), TAU's visitation numbers reflected the re-opening of Tāmaki Makaurau Auckland with record-breaking visitation to Auckland Zoo and sold-out shows and sporting events. The Major and Business Events Portfolio generated more than \$74.2m in estimated GDP, against a target of \$37m, even though one of TAU's renowned events had to be cancelled as a result of the January floods.

Tātaki strategic outcomes	Target exceeded or met	Target not met	Not Reported	Total
Enhance Auckland as a culturally vibrant city for all	3			3
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)	✓			
Percentage of Auckland residents surveyed who consider that TAU's programmes, events and exhibitions enrich their lives.	✓			
The net promoter score for TAU's audiences and participants. ¹ (LTP measure)	✓			
Expand economic opportunities for all Aucklanders	1	1		2
Number of businesses that have been through a TAU programme or benefited from a TAU intervention. (LTP measure)	✓			
Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP measure) ²		✗		
Provide an effective social, economic, cultural and environmental return on investment	1			1
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	✓			

¹ Net promoter score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a product or service to others.

² As a result of uncertainties regarding future economic development activity through the 2023/24 Annual Budget process, the establishment of a Māori business focussed team was paused, resulting in TAU working with fewer Māori businesses than was anticipated at the start of the year.

Increase capital investment into Auckland for economic and cultural outcomes	2			2
Attributable value of private sector investment secured over the year.	✓			
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	✓			
Build a sustainable future focussed organisation	2	1		3
Percentage change in greenhouse gas emissions against 2018/19 baseline ³ .		✗		
The number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau. (LTP measure)	✓			
Percentage of customer complaints resolved within 10 working days.	✓			
TOTAL	9	2		11

Note: performance of facilities and events is presented in the ‘Performance of facilities and events’ section (this will be included in the full new quarterly reporting template which will apply for quarter one 2023/24).

³ Increased Category 1 & 2 greenhouse gas emissions from the 2018/19 baseline have resulted primarily from significantly increased usage of Auckland Live and Stadiums facilities (leading to increased electricity usage), and new infrastructure at the Zoo (South-East Asia Jungle Track) and Stadiums (Lilyworld and digital screens).

Strategic focus area – Investment and Industry

Key commentary	Strategic context
<p>Total annual net expenditure (end of Q4) was \$20.2m against a budget of \$28.9m (includes Visitor Economy).</p> <p>Highlights:</p> <ul style="list-style-type: none"> • TAU supported almost 1,500 businesses in FY23 through its interventions and programmes, including 101 Māori businesses. • Attributable private sector investment for screen and investment deals facilitated by TAU across the financial year was \$325m. • The Destination Partnership Programme, an interim funding solution to support marketing and promotion of Tāmaki Makaurau as a destination, launched to industry on 24 May. By the end of June, more than 75 paying partners had applied to join. • Matakana and Aotea Great Barrier Island Destination Management Plans (DMP) were completed. The Waiheke Island DMP final draft was presented to the local board on 24 May and is being amended with the board’s recommendations. • TAU hosted the Economic Masterplan for Southern Corridor – Stakeholder Forum event on 28 April to launch the 30-year economic masterplan for southern Auckland and the surrounding areas. • The new sound stages at Auckland Film Studios, named Te Pūtahi, have been awarded a NZ Green Building Council Green Star ‘As Built’ four-star rating. The Auckland Council-owned and Tātaki-operated studios in Henderson are the first film studios in the country to achieve a Green Star rating. The project was also recognised with an ‘Excellence’ citation at the 2023 NZ Property Council’s Property Industry Awards. • The Tech Industry team held its third Auckland Tech Newcomers Meet-Up on 5 April. These events aim to support connection and community for new migrants in Auckland’s growing tech industry, a key need identified in the Tech Tāmaki Makaurau strategy. The event was fully subscribed with a waiting list. • The Creative Industries team supported The Big Idea to launch the inaugural Creative Commercial Essentials training programme to 42 Auckland creative enterprises, from a range of backgrounds and industries. • Project Ikuna – which provides relevant work and life skills for Auckland’s Pacific workforce in partnership with MBIE and industry – delivered 2049 micro-credentials over FY23 against a goal of 1550 (over-delivering by 499). • The World of Drones & Robotics Congress that took place on 22-24 May was a good example of TAU meeting its business objectives through the Investment and Industry team and the Auckland Convention Bureau (ACB) joining forces to attract and support an event that will support the growth of Tāmaki Makaurau Auckland’s tech industry. <p>Issues/Risks:</p> <ul style="list-style-type: none"> • 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 has been restructured and reduced in size from 125 to 50. As a result, the team’s ability to support economic development activity in FY 23/24 will be restricted. 	<p>The Investment and Industry Rōpū supports the growth of quality jobs by working with industry across business support, business, talent and investment attraction, workforce and sector development and convening sectors – including the visitor economy – to support them to thrive in Auckland.</p>

Key programmes of	Status	Description	Outlook
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<p>Visitor Economy</p>	<p>On track</p>	<p>TAU’s Visitor Economy team focuses on leading and partnering in destination marketing and advocating or co-ordinating in destination management.</p>	<p>In partnership with Destination Queenstown and with support from Auckland International Airport, TAU ran the USA Roadshow from 30 March to 7 April, with 17 operators meeting key travel sellers in New York, Chicago, Dallas, San Francisco and Los Angeles.</p> <p>The Auckland is Calling Australia campaign, our largest Australian campaign to date, launched in April. Funded by the Visit Auckland Partnership Programme, it targets travellers in Victoria, New South Wales and Queensland.</p> <p>In early May, TAU had representation at TRENZ 2023 in Christchurch, showcasing the region’s tourism products and promoting Auckland as a destination.</p> <p>Go with Tourism KPIs are on track and timed against project completion on 23 October. Key events hosted in Q4: TRENZ for Teachers, TRENX for Schools, 7 x NZ Careers Expos and Inspiring Future. Awaiting future funding outcome, due 31 July.</p>
<p>Economic Transformation</p>	<p>On track</p>	<p>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>	<p>TAU is providing ongoing input to the Eke Panuku-led City Centre Action Plan, which was presented to the TAU Board and Executive Leadership Team in June.</p> <p>TAU is supporting the Auckland Council Plans and Places team in the peer review of an evidence base around the Housing and Business Assessment, with a focus on business land provision.</p> <p>TAU has been invited to input to the Second Harbour Crossing project and to provide baseline industry and labour market information for proposed activation nodes on the Auckland Light Rail corridor.</p>
<p>Investment & Screen Attraction</p>	<p>On track</p>	<p>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>	<p>TAU hosted a panel discussion on the Aotearoa New Zealand screen sector in April. The event was part of NZ Film Commission’s international programme to showcase what New Zealand and Auckland have to offer to major production houses in the US.</p> <p>A team member joined the ‘NZ Inc’ presence at Cannes film market with 45 NZ/Auckland producers.</p> <p>Ikea turned soil at Sylvia Park in June for its first New Zealand store. Investment Attraction specialists have worked with Ikea for 6 years to ensure its move to the region. Considerable FDI and are large number of jobs are expected.</p>
<p>Tech & Innovation</p>	<p>On track</p>	<p>Leveraging our role to grow Auckland’s innovation ecosystem, including the ongoing development of GridAKL network and Climate Connect Aotearoa, the climate innovation hub (see p.9 for a detailed update on Climate Connect Aotearoa).</p>	<p>A UK Government Trade Envoy visited GridAKL to explore a possible agreement for Auckland startups to receive ‘soft landing’ support at reciprocal hubs in the UK.</p> <p>The Tech Tāmaki Makaurau team delivered the third annual Tech23 event, during TechWeek, hosting 300 students and teachers from 15 Auckland schools at Viaduct Events Centre.</p> <p>The international tech talent attraction campaign launched in May targeting Immigration NZ green list tech roles in India, Pakistan, South Africa, UK and US.</p> <p>The Auckland Pacific Skills Shift programme (Project Ikuna) delivered 483 digital badges across 12 Future Ready Micro-Credentials, working with 32 employers, in Q4.</p>

Strategic focus area – Cultural Organisations

Key commentary

At the end of Q4, total annual net expenditure for Cultural Organisations was \$42.8m against a budget of \$44.8m.

Highlights:

- The **NZ Maritime Museum reached double its original annual visitation target** thanks in large part to a bumper summer cruise ship season – which ended in April. The museum has already received its first cruise bookings for next season, in the new extended cruise ship period from October – April.
- **Auckland Art Gallery** attracted **480,000 visitors** to year end (the highest annual attendance since 2018), and it also exceeded school visit targets, retail and membership revenue targets, and attracted significant gifts of art and private benefaction. The gallery also won several awards and commendations at the **2023 Australasian Museums and Galleries National Awards**.
- **Auckland Zoo** welcomed **816,248 visitors** by the end of Q4 – the highest on record and almost 100,000 more than the previous highest in FY19 (and 33.6% ahead of the SOI target for the year), despite significant closures due to the January flooding and subsequent Cyclone Gabrielle. **Revenue from all sources** for the year was **\$13.66m**, 15.2% (\$1.8m) ahead of target.
- The **naming rights** announcement for **Go Media Stadium, Mt Smart** on 15 May was highly successful with significant coverage across all major media platforms. The initial naming rights period is for one year, with both parties keen to explore a future multi-year partnership.

Issues/Risks:

- Zoo team effectively managed an incident involving a **zoo visitor surpassing multiple visitor exclusion zones** to gain entry into the rhinoceros enclosure, resulting in no injury to people or animals.

Strategic context

Important and unique cultural institutions and visitor experiences now sit within a Cultural Organisations Rōpū, enabling us to have a connected approach between cultural institutions, now and into the future.

Key programme of works	Status	Description	Outlook
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.	Major refurbishment of the museum's Learning Centre has been undertaken, giving an enhanced experience for school visitors. Preparations continue for the offsite collection storage move at the end of 2023. This will be the principal focus of NZMM's collections team. Preparations for Only Song in the Water (which will run from 25 August – 28 February), NZMM's next major exhibition of art inspired by the Pacific, have begun.

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>Light from Tate 1700s-now achieved 43,326 ticketed visitors against a forecast of 47,916.</p> <p>Total annual visitation targets were exceeded by 15% with 480,000 visits to the gallery in the FY23. The gallery attracted a further 500,411 visitors to artworks on loans to other galleries in NZ and abroad, so nearly a million people enjoyed the gallery’s collection in FY23.</p> <p>Brent Harris: The other side opened on 5 May. It is the first major survey exhibition of the artist’s work to be held in Aotearoa.</p> <p>Kia Whakahou, Kia Whakaora (Heritage Restoration Project) is tracking on schedule and the gallery’s team secured a second \$300,000 lotteries grant in June toward the project. A large-scale commission by Graham Tipene was unveiled on the exterior of the building on 18 May.</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>The Zoo’s new Sumatran tigers successfully paired for breeding. As part of the Zoo’s international breeding and conservation advocacy programme for this critically endangered big cat (there are fewer than 400 animals in the wild), this successful matchmaking is a very exciting development.</p> <p>The South-East Asia Jungle Track was rewarded again in June (along with other TAU projects) with an ‘excellence’ accolade in the tourism and leisure category of the NZ Property Council’s Property Industry Awards.</p> <p>Zoo Experiences relaunched in May starting with Red Panda, Galapagos tortoise and giraffe. These limited availability and exclusive experiences sold out within hours of release to the public. Continuing the growth of Zoo Experiences, a new NZ wildlife tour of the Te Wao Nui New Zealand track was launched in June. The tour is primarily aimed at international visitors and is one of a number of new initiatives to generate additional revenues in FY24.</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>The new athletics track opened at Go Media Stadium, Mt Smart in May. To celebrate, the Auckland Stadiums team organised Path to Track – a free running event – on 11 June.</p> <p>NZ Rugby announced that the All Blacks v South Africa test at Go Media Stadium, Mt Smart on 15 July was sold out.</p> <p>There were a number of new event announcements over Q4 including Foo Fighters, Listen In, and Eden Festival, all of which are to be hosted at Go Media Stadium, Mt Smart.</p> <p>Attendances across the first five NZ Warriors home matches at Go Media Stadium, Mt Smart have been particularly strong in 2023 with the Warriors announcing an average attendance of more than 21,800. This is the highest average attendance since their inaugural season in 1995.</p>

Strategic focus area – Arts, Entertainment & Events

Key commentary

At the end of Q4, total annual net expenditure for Arts, Entertainment and Events was \$40.2m against a budget of \$41.3m.

Highlights:

- The TAU **Major Events and Business Events Portfolios** generated more than **\$74.2m in estimated GDP over the FY22/23**, against a target of \$37m.
- **Synthony in the Domain** was postponed by a day due to weather conditions but went ahead on 2 April, with approximately 25,000 attendees. The **NZ International Comedy Festival** was delivered in full for the first time since 2019, featuring a line-up of international and young local comedians.
- **Auckland Writers Festival** ran from 16–21 May and welcomed nearly 21,000 unique attendees across various Auckland Live venues, which was nearly at par with the 2019 attendance. The festival also contributed to the **largest day of sales ever** at the **Terrace Café**.
- More than 1200 people from 33 countries attended the **2023 World Avocado Conference** at Aotea Centre from 2-5 April. This global event was bid for and secured for Auckland by the Auckland Convention Bureau (ACB) team, and the Auckland Conventions and Events team secured the event for the Aotea Centre and expertly hosted and delivered the conference.
- Final planning and preparations took place for the **FIFA WWC 2023** which commenced on 20 July.
- The **Viaduct Event Centre** reopened on 27 April with a blessing led by Ngāti Whātua o Ōrākei and it was well received in the market with high interest from event organisers.

Issues/Risks:

- **Major Events** are still facing a significant shortfall in investment funding for events. Beyond August 2024 there are no major events confirmed and no future funding currently available.
- **Investment in future business events** beyond 2024 is severely limited by uncertainty about future funding.

Strategic context

It is important we bring our events activity together, from our business events through to the parts of our organisations that bid for events and organise large scale events in our region. These are brought together in our Arts, Entertainment and Events Rōpū.

Key programme of works	Status	Description	Outlook
Major Events	On track	Invest in and deliver an annual major events portfolio that generates economic, social, profile and sustainability benefits for the Auckland 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, Spark Arena and Auckland Stadiums.	<p>Planning for this year's Elemental AKL festival, which takes place from 20 July to 6 August, continued. Elemental AKL dates have been aligned with FIFA WWC 2023 tournament to provide Aucklanders and visitors with further winter events and experiences.</p> <p>Moana Auckland: New Zealand's Ocean Festival programming is well underway; investment contracts and the festival brand are expected to be finalised in July. Commercial rights agreements with event partners are being worked on with the aim of generating revenue opportunities from TAU investment.</p>

Auckland Live	On track	A world-class live performance organisation that energizes 11 of the city’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.	The New Zealand premier of Kinky Boots , an uplifting musical that won every major best musical award (including the Tony, the Grammy and London’s Olivier Award) opened at the Civic on 25 May and ran until 17 June with more than 25,000 tickets sold. Auckland Live supported the New Zealand Music Month in May. With this year’s theme of ‘community and collaboration’, the programming featured events that invited audiences to interact with virtual performances, dance along with professionals and celebrate the musical history of Auckland.
Contribution to the delivery of the Tāmaki Makaurau Auckland Host City FIFA Women’s World Cup 2023 programme	On track	The FIFA Women’s World Cup 2023 is the largest sporting event ever to be hosted in Tāmaki Makaurau and Aotearoa. It’s expected to contribute about \$60 million to our regional GDP and to attract an international television audience of more than a billion viewers.	11 April marked 100 Days to Go until the kick-off of the tournament’s opening match at Eden Park on 20 July. The Auckland-leg of the Trophy Tour was successfully delivered from 3-5 June (King’s Birthday weekend) with ‘unveiling of the Trophy’ at a stakeholder event at Eden Park and activations at Manukau City mall, St Lukes mall, and Albany mall. A Host City Tāmaki Makaurau readiness session was held on 15 June with approximately 65 attendees across the Local FIFA Subsidiary and government agencies. In addition, Auckland was successful in receiving a grant of \$1.2m to amplify the FIFA Fan Festival programming and leverage and legacy initiatives.
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.	ACB helped secure 37 business events for Auckland over the year that will occur between 2023 to 2027. They are forecast to generate \$30.2m in economic impact and 46,027 visitor nights. Successful bids this quarter included the World Green Infrastructure Congress August 2024, the 18 th World Congress on Public Health 2027 or 2029, the Conference of the International Association of University Libraries 2024, and the Amway Vietnam Leadership Seminar September 2023. The ACB Member Showcase (the first since 2019) was held at the Viaduct Events Centre on 31 May with 38 business event venues/suppliers exhibiting and 108 clients attending. In a post event survey, close to 70% of exhibitors said they received at least 2 leads or proposal requests from the event or directly after. In June, ACB attended MEETINGS 2023 and met more than 60 business event planners. Sixteen of ACB’s members also exhibited as part of the Auckland Regional Stand. Tāmaki Makaurau Auckland has been nominated for the World Meetings, Incentives, Conferences and Exhibitions (MICE) Awards under Oceania’s Best MICE Destination Category. Auckland won the award consecutively from 2020 to 2022.

Other Statement of Intent focus areas

Climate Change & Sustainability

Supporting a regenerative economy and climate innovation

- **Climate Connect Aotearoa (CCA)**
 - **Challenges:** Stakeholder engagement is ongoing to confirm partners for the energy-sharing pilot challenge. A regulatory exemption for the Kāinga Ora/Ara Ake Wellington solar sharing trial has been approved by the Electricity Authority, led by the CCA Energy Innovation Manager (seconded by Ara Ake). Early engagement and development of the food challenge is underway. The hub sponsored the industry group Rescued to participate in the XLabs 'Future of Food in Aotearoa NZ' programme.
 - **Core:** A funding strategy is in development, as well as a challenge process toolkit. For the **Regional Climate Leadership Group** (of which CCA provided establishment funding), interviews are being held with key stakeholders to identify the potential role of the group, membership and governance. The group will support challenges for CCA as they arise. The CCA **website expansion** is nearly complete, to go live in July. This includes a full te reo Māori translation, an impact measurement dashboard, He Kete Mātauranga, and Climate Link – a universal search function that directs people to resources, connections, funding, and opportunities more quickly.
- **Collaborative research projects**
 - CCA and the Climate Innovation & Sustainability team are delivering **shared research projects**: modelling the baseline and trajectory of green and circular jobs and skills for Auckland; a white paper on Auckland's process heat decarbonisation; and the cost of decisive action versus inaction for the region.
- **External capability building**
 - The first **12-week sustainability programme** supporting **tourism and hospitality businesses** across Tāmaki Makaurau is complete. Delivered by Tourism Industry Aotearoa, this part-time programme takes a holistic approach to sustainability by incorporating economic, visitor, community, and environmental actions. The course enables participating businesses to gain a deeper understanding of their carbon emissions, reduce their environmental footprint, and build climate resilience. A **second cohort** is planned for August. The **four-part series** of climate action workshops for the **arts and culture sector** is now complete.

TAU's climate change and sustainability response

- EECA funding was received for the **Auckland Stadiums decarbonisation feasibility study**. The design phase is underway for a project to **replace gas infrastructure** at Go Media Stadium, Mt Smart with efficient CO₂ heat pumps. The **solar feasibility** site visits are complete, and **metering** is ongoing across TAU's sites.
- The development of **adaptation plans** for Aotea Precinct and the Zoo is nearing completion, and adaptation planning was incorporated into the scope of work for the Go Media Stadium, Mt Smart stormwater project.
- TAU has developed a **climate-related disclosure roadmap** for FY 23/24, in response to the Auckland Council work programme and an entity gap assessment using the New Zealand External Reporting Board (XRB) regime.
- The **Climate Change & Sustainability Strategic Plan** is progressing. Workshops and engagement with internal stakeholders took place in May. Organisation-wide re-engagement on draft plans is delayed until August due to organisational change.
- The **Waste Minimisation Plan** is drafted, covering nine sites and Arts, Entertainment and Events.
- Data collection, input and analysis for TAU's **annual greenhouse gas emissions inventory** commenced in Q4, with the Toitū audit scheduled for August and the certification expected in September. The TAU staff commuting travel survey was completed with nearly 650 responses.

Local Board Engagement

- In the lead up to the **FIFA Women's World Cup 2023**, briefings were provided to local boards with training venues; and the match venue including: details of the matches, legacy upgrades to training venues, leverage opportunities for local businesses, and community and school engagement.
- The **Chief Executive of Due Drop Events Centre presented an update** to Papakura, Howick and Ōtara-Papatoetoe local boards on the centre's activities and development. The boards made a request to visit the centre, which has been arranged.
- Staff from TAU's Screen Auckland team and Auckland Council Parks met with the screen delegate of the Waitākere Ranges Local Board to discuss how to **manage the impact of filming** in the **Waitākere Ranges** Heritage area.
- The Director of Auckland Stadiums at TAU presented to Upper Harbour Local Board an **update about North Harbour Stadium**. The board asked for a site visit, which has been arranged.
- A **monthly local board newsletter** was sent out, outlining the breadth of TAU's activities and events including: Southern Auckland Economic Masterplan Stakeholder Forum; Reopening of the Viaduct Events Centre; SailGP championship; the new Discover Auckland destination website; Elemental AKL; Go Media Stadium, Mt Smart naming rights announcement; getting match ready for the FIFA WWC 2023; and the Green Star four-star 'as built' rating for the two new sound stages at Auckland Film Studios.
- TAU worked with the Auckland Council CCO Governance & External Partnerships team to communicate the **impacts of its budget cuts** and the resulting reductions to staff who formerly supported local economic development, and local board engagement resourcing and services.

Contribution towards Māori Outcomes

Kia ora te Ahurea | Māori Identity and Culture

- Autaia, haka theatre performances by students from six different kura kaupapa Māori and high schools, took place at the Kiri Te Kanawa Theatre on 9 June. Presented by Hawaiki TŪ and Auckland Live and sponsored by TAU Māori Outcomes, the sold-out event marked huge wins for TAU, Māori Outcomes, and for the participants' career pathways. The post-event audience survey saw a NPS score of 90.2 and an overall audience satisfaction rating of 97.4%.

Kia ora te Umanga | Māori Business, Tourism and Employment

- **Māori Creative Economy Symposium March 2024:** TAU's Investment & Industry and Māori Outcomes teams are partnering to present this one-day symposium aimed at identifying key actions for inclusion in council's Economic Development Action Plan and the Kia Ora Tāmaki Makaurau Framework.
- The TAU Screen Auckland-Māori Outcomes engagement process for **an indigenous filming protocol and Unitary Plan change** in support of the screen sector continues. All mana whenua entities and screen industry representatives have been invited to join a working group to progress the development of Ngā Tikanga Hopu Whakaahua i te Rohe o Tāmaki Makaurau (Auckland Film Protocol) as the main tool for managing filming activities on Sites and Places of Significance to Mana Whenua. Three mana whenua rōpū have registered interest in participating in the working group. One other has registered interest but opted to engage independently with TAU.
- **Social procurement:** TAU continues to lead investment across the council group and is exceeding the 5% procurement target for Māori entities.

Kia ora te Reo | Te Reo Māori

- A project underway to install bilingual wayfinding and visitor information signage at the Viaduct Events Centre is on track for completion in Q2 FY24.

Kia ora te Rangatahi / Realising Rangatahi Potential

- **Autaia haka theatre:** Sponsored and supported by TAU, the third year of the Autaia programme saw 400 taura from six schools across Tāmaki performing on the Kiri Te Kanawa stage in June. Autaia is the first programme of its kind, merging modern-day theatre with traditional performing arts.

Tātaki Auckland Unlimited consolidated Q4 financials

(\$ million)	Note	FY 22	FY 23 Quarter 4 YTD			FY 23
		Actual	Actual	Budget	Variance	Budget
Net direct expenditure	A	112.6	114.8	124.9	10.1	124.9
Direct revenue	B	118.7	116.2	80.2	36.0	80.2
Fees & user charges		15.9	53.1	46.7	6.4	46.7
Operating grants and subsidies		80.3	33.0	10.0	23.0	10.0
Other direct revenue		22.5	30.1	23.5	6.6	23.5
Direct expenditure	C	231.3	231.0	205.1	(25.9)	205.1
Employee benefits		86.4	85.7	95.4	9.7	95.4
Grants, contributions & sponsorship		65.1	31.0	13.6	(17.4)	13.6
Other direct expenditure		79.8	114.3	96.1	(18.3)	96.1
Other key operating lines						
AC operating funding		110.9	119.3	124.8	5.5	124.8
AC capital funding	D	42.8	43.4	58.0	14.6	58.0
Depreciation		39.4	54.8	45.5	(9.3)	45.5
Donated Artworks	E	1.4	184.0	0.0	184.0	0.0
Net Income Tax expense (benefit)		(0.7)	(1.3)	0.0	1.3	0.0
Net interest revenue (expense)		0.3	0.9	0.1	0.8	0.1

Financial Commentary

A. Net direct expenditure is favourable due to better than budgeted performance on events, visitation and film revenue, offset by unbudgeted costs for redundancy, the Single Operator Stadiums Auckland project and the cancellation of five major concerts (two due to artists' health, and three due to the January flood). The underlying positive variance includes projects already underway and have to be delivered, partially offset by unbudgeted restructuring costs, a carry-forward of council funding will be requested.

B. Direct Revenue is favourable due largely to unbudgeted Activate and Reactivate Tāmaki Makaurau grant funding and better than expected event and film revenues, offset by the loss of five major concerts (reasons as above). Insurance recoveries and business interruption cover have not been accrued.

C. Direct expenditure is adverse due to unbudgeted Activate and Reactivate Tāmaki Makaurau expenditure, an unbudgeted accrual for staff redundancy, increased cost of sales as a result of better-than-expected event revenues, costs to support elevated film revenues, Single Operator Stadiums Auckland progress, and flood damage costs. This is offset by the loss of five major concerts (reasons as above).

D. The capital programme is below budget due to delays in securing labour for specialist trades as a result of the abundance of work in the market, and extended business casing periods due to cost escalation.

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

Tātaki Auckland Unlimited Q4 performance measures

Key performance indicators	Previous	FY 23 Quarter 4			Commentary
	Year	YTD Actual	FY Target	Status	
TAU has 11 SOI measures, of which 7 are LTP measures. Eight of the 11 measures are tracked quarterly, one is a six-monthly measure and two are annual measures. At the end of Q4 nine KPIs were achieved and two were not achieved.					
SOI performance measures (including LTP measures as indicated)					
Enhance Auckland as a culturally vibrant city for all					
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)	751,857	2.08m	1.82m	Achieved	KPI accounts for auditable ticketed attendance at TAU venues only and does not account for free and un-ticketed attendance at venues such as Auckland Art Gallery where the majority of visitors are un-ticketed. FY23 ticketed visitation result significantly exceeded results from last year (which was significantly impacted by COVID-19 related restrictions) and exceeded the SOI target of 1.82m.
Percentage of Auckland residents surveyed who consider that Tātaki Auckland Unlimited programmes, events and exhibitions enrich their lives.	72.6%	76%	70%	Achieved	This result is above the target of 70% and an increase on last year's result of 72.6% when venues and events were significantly impacted by COVID-19 restrictions.
The net promoter score for TAU's audiences and participants. (LTP measure)	54	45	40	Achieved	Based on results available across Auckland Live, Auckland Stadiums, Auckland Art Gallery, Auckland Zoo and NZ Maritime Museum. While NPS of 45 is down on the result from last year, it exceeds the target of 40. While NPS across the Auckland Zoo, the Auckland Art Gallery, Auckland Live and NZ Maritime Museum remained strong this year, NPS at Auckland Stadiums dropped as a result of surveying a larger and more diverse range of event types.
Expand economic opportunities for all Aucklanders					
Number of businesses that have been through a TAU programme or benefited from a TAU intervention. (LTP measure)	11,976	1,499	1,200	Achieved	This year's result is above the target of 1200. The target for this KPI was reduced in comparison to last year as a result of the Regional Business Partner programme being transferred to the Auckland Business Chamber. The result is below the result achieved last year when TAU led the delivery of the Activate and Reactive Tāmaki Makaurau COVID-19 business support programmes.

Number of Māori businesses that have been through a TAU programme or benefitted from a TAU intervention. (LTP measure)	1,080	101	150	Not achieved	Lower than anticipated. At the time this KPI target was set, TAU was planning to establish a new Māori business team. However, as a result of uncertainties regarding future economic development activity through the Annual Planning process, the establishment of this team was paused, resulting in TAU working with fewer Māori businesses than was anticipated at the start of the year.
Provide an effective social, economic, cultural and environmental return on investment.					
The percentage of operating expenses funded through non-rates revenues. (LTP measure)	33%	51%	47%	Achieved	FY23 result significantly exceeds the result from last year (which was significantly impacted by COVID-19 restrictions).
Increase capital investment into Auckland for economic and cultural outcomes.					
Attributable value of private sector investment secured during the year.	\$197.2m	\$325m	\$200m	Achieved	Result is above the target of \$200m and an increase on last year's result (\$197.2m). The largest contribution to this overall result came from attracting activity in the screen sector (72%). The primary reason for the significant increase in value from last year was the reopening of borders and the removal of COVID-19 restrictions, allowing international screen activity to resume in Auckland.
The contribution to regional GDP from major events and business events attracted or supported. (LTP measure)	\$30.2m	\$74.2m	\$37m	Achieved	This result significantly exceeds the result from last year (which was significantly impacted by COVID-19 related cancellations and restrictions) and the target of \$37m. The largest contributors to the overall result were Rugby World Cup 2022, the ITM Supersprint, the Ed Sheeran concerts, and the Auckland Boat Show.
Build a sustainable future focussed organisation.					
Percentage change in greenhouse gas emissions against 2018/19 baseline.	-21%*	+16.6%	-5%	Not achieved	In FY23 the carbon emissions from TAU's venues increased by 16.6% from the 2018/19 baseline. This result exceeded the targeted 5% reduction in emissions and represents a significant increase from last year when COVID-19 related closures and restrictions resulted in a significantly lower level of emissions. Increased Category 1 and 2 greenhouse gas emissions from the 2018/19 baseline have resulted primarily from significantly increased usage of Auckland Live and Stadiums facilities (leading to increased electricity usage), and new infrastructure at the Zoo (South-East Asia Jungle Track) and Stadiums (Lilyworld and digital screens).

The number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau. (LTP measure)	101	88	40	Achieved	The result is down on the result from last year, but significantly exceeds the target of 40.
Percentage of customer complaints resolved within 10 working days.	Developed policy, process and	86%	80%	Achieved	Based on 128 complaints received across Auckland Zoo, Auckland Art Gallery, Auckland Live, Auckland Stadiums and NZ Maritime Museum to the end of Q4.

* This result differs from that reported last year as the measure has changed from a year-on-year comparison to a comparison against the 2018/19 baseline.



Financials - activity level breakdown

Direct operating performance

Cultural organisations

	FY22	FY23 Quarter 4 YTD			FY23
	Actual	Actual	Budget	Variance	Budget
Auckland Art Gallery					
Revenue	5.3	7.4	7.5	(0.1)	7.5
Expenditure	21.5	25.7	26.6	0.9	26.6
Net Cost to Serve	16.2	18.3	19.2	0.9	19.2
Auckland Zoo					
Revenue	7.5	13.7	10.6	3.1	10.6
Expenditure	24.5	27.6	26.6	(1.0)	26.6
Net Cost to Serve	16.9	13.9	16.0	2.1	16.0
NZ Maritime Museum					
Revenue	2.3	3.1	2.2	0.9	2.2
Expenditure	6.6	8.0	7.9	(0.1)	7.9
Net Cost to Serve	4.4	4.9	5.7	0.8	5.7
Auckland Stadiums					
Revenue	4.1	12.5	14.5	(2.0)	14.5
Expenditure	11.3	18.1	18.5	0.4	18.5
Net Cost to Serve	7.2	5.6	3.9	(1.7)	3.9

Economic development

	FY22	FY23 Quarter 4 YTD			FY23
	Actual	Actual	Budget	Variance	Budget
Economic development					
Revenue	81.2	29.1	14.8	14.3	14.8
Expenditure	98.9	44.4	38.3	(6.1)	38.3
Net Cost to Serve	17.7	15.3	23.5	8.2	23.5
Visitor Economy					
Revenue	2.4	3.4	0.8	2.6	0.8
Expenditure	6.7	6.7	4.5	(2.2)	4.5
Net Cost to Serve	4.4	3.3	3.7	0.4	3.7
Climate					
Revenue	0.0	0.0	0.0	0	0.0
Expenditure	0.7	1.6	1.8	0.2	1.8
Net Cost to Serve	0.7	1.6	1.8	0.2	1.8

Arts, entertainment and events

	FY22	FY23 Quarter 4 YTD			FY23
	Actual	Actual	Budget	Variance	Budget
Live & Conventions					
Revenue	12.3	28.4	19.4	9.0	19.4
Expenditure	26.9	38.6	33.2	(5.4)	33.2
Net Cost to Serve	14.6	10.2	13.8	3.6	13.8
Destination (incl Major and Business Events)					
Revenue	4.0	14.5	7.3	7.2	7.3
Expenditure	19.7	44.5	34.8	(9.7)	34.8
Net Cost to Serve	15.8	30.0	27.5	(2.5)	27.5

TAU+⁴ and Local Boards

	FY22	FY23 Quarter 4 YTD			FY23
	Actual	Actual	Budget	Variance	Budget
Partnerships & Local Boards					
Revenue	2.1	2.0	2.1	(0.1)	2.1
Expenditure	7.0	6.9	5.6	(1.3)	5.6
Net Cost to Serve	4.9	4.9	3.5	(1.4)	3.5

⁴ TAU+ refers to funding that Tātaki Auckland Unlimited provides to MOTAT, Stardome, North Shore Events Centre, The Trusts Arena, Due Drop Events Centre and Spark Arena for oversight and operational and capital expenses, on behalf of Auckland Council.